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Report *of the*
Executive Committee



Mayor's Committee on National Defense

New York City
November twenty-first, 1917

EXECUTIVE COMMITTEE
OF THE
MAYOR'S COMMITTEE ON NATIONAL DEFENSE

LEWIS L. CLARKE (<i>Treasurer</i>)	HERBERT PARSONS
CLEVELAND H. DODGE	GEORGE W. PERKINS
WILLIAM N. DYKMAN	ELIHU ROOT
FRANCIS G. LONDON	MORTIMER L. SCHIFF
MARTIN W. LITTLETON	ALFRED E. SMITH
JOHN MITCHELL	JOHN B. STANCHEFIELD
WILLIAM FELLOWES MORGAN	HENRY L. STIMSON
MORGAN J. O'BRIEN	ALEXANDER M. WHITE
E. H. OUTERBRIDGE	GEORGE W. WICKERSHAM
	GEORGE T. WILSON

THOMAS L. CHADBOURNE, JR., *Chairman*
PHILIP J. MCCOOK, *Vice-Chairman and Director*

MAYOR'S COMMITTEE ON NATIONAL DEFENSE

Report of the Executive Committee

HONORABLE JOHN PURROY MITCHEL, MAYOR.

Sir:

IN making this report of the work of the Mayor's Committee on National Defense since its organization more than two years ago, the Executive Committee of that Committee feels that it should introduce what follows with several general statements.

The first of these is that this Committee was organized, and its work has been continuously conducted, with one animating purpose, namely, to serve the nation, in so far as a local organization can do so, without regard to partisan political considerations. The Committee is made up of men of all parties, races, creeds and groups, resident all over the City, and each of them has served as patriotic citizens should serve in time of stress.

The second generalization we wish to make is this: that our work has been financed primarily by private subscription in and out of the Committee. When, however, the extent of the undertaking became apparent, appeal was made to the Board of Estimate for sub-authorizations out of the special fund of \$250,000 created by the Board of Estimate for special war purposes. These appeals covered not only work properly ours, but also the expenses of the Director of the State Census for New York City and of the Employment Clearing House. In no case, however, has the salary of any employe of the Committee been paid by the City. The services of the staff have been wholly contributed by members and friends of the Committee.

The third matter to which we call specific attention is that at no time since the Committee was organized have you as Mayor attempted to dictate its policies or to use it for any ends save those for which it was organized. Our policy, once established, has been directed and developed solely by the Committee.

We think it proper that these facts be placed on record in this our final report to you. At the same time we feel that the Committee owes you a debt for the unfailing support you have given it in all matters which it has undertaken affecting the public weal and the conduct of the war.

FORMATION OF COMMITTEE.

Pursuant to a statement issued by yourself as Mayor on October 6, 1915, the Executive Committee of the Mayor's Committee on National Defense held its first meeting October 7, 1915, and announced its purpose to develop in this City an understanding of and a sentiment for an effective national defense, and to sustain the hands of the National Government in asking for the adoption of a strong program by the Congress of the United States.

On October 29, 1915, you issued a call to one thousand citizens of New York City, asking them to become members of the Mayor's Committee on National Defense. This general committee held its first meeting December 16, 1915, and adopted a resolution pledging the Committee (1) to the support of the President of the United States and Congress in their efforts to provide for the common defense through an adequate increase in the forces of the army and navy; (2) to cooperate with all organizations and associations having for their object the completion and perfection of an adequate navy and a sufficient army; (3) urging upon other cities and municipalities and their citizens to organize associations and committees having these objects in view, and pledging cooperation to such associations and committees in any manner which, in the joint judgment of all, would more surely attain the ends in view; (4) empowering and instructing the Executive Committee of the General Committee to communicate with other associations now in existence or which might be formed thereafter, to the end that such associations might be convened at a suitable time and place for a surer and more effective organization.

ST. LOUIS MAYORS' CONFERENCE.

As a result of this resolution, the Executive Committee, with your approval, suggested and helped arrange for a defense conference of mayors and mayors' committees, which was held in St. Louis, March 3 and 4, 1916. Twenty-nine mayors of leading American cities were present in person and 58 cities and 22 states were represented by a total of 299 delegates. A permanent organization called the National Defense Conference of Mayors and Mayors' Committees was formed, with headquarters in St. Louis, and adopted resolutions demanding the immediate authorization by Congress of an adequate military and naval program; further, the Conference approved and recommended the immediate formulation of plans by the Federal Government for the organization and mobilization of the physical resources of the country, with certain specific recommendations.

The organization of this Conference and the adoption of these resolutions undoubtedly had an effect upon the first Session of the 64th Congress. The local effect of the work of the Mayor's Committee in this direction was reflected in the vote on the Kahn Amendment to the Hay Bill which fixed the total enlisted force of the line of the army at 250,000 instead of 140,000 men. Out of 24 Congressmen whose districts are wholly or in part in New York City, 21 voted for the Amendment.

HOME DEFENSE LEAGUE.

During the winter of 1915-16, the Committee devoted its efforts not only to the program already adopted, but to the development of the Home Defense League (a large body of volunteer police to supplement the regular force), and to the working out of an effective plan of mobilizing the transportation facilities and other civilian resources of the City in the event of war.

BORDER MOBILIZATION REPORT.

The mobilization of the National Guard in the summer of 1916 upon the Mexican border seemed to your Committee to afford an excellent opportunity for a constructive study of its effects upon the economic life of this community. As a result, after a careful study for a period of five months, during which time a number of trained investigators were employed, a report was issued, and copies were sent to you and widely distributed throughout the country.

DECLARATION TO PRESIDENT.

When Germany announced on February 1st of this year that a campaign of unrestricted submarine warfare would be put into operation, and the President of the United States severed diplomatic relations with the Imperial German Government, there ensued a period in which the activities in the United States of pro-Germans and professional pacifists were so extended and elaborate, so vociferous and so entirely foreign to the true sentiment of our people, that the Executive Committee circulated and obtained signatures to the following declaration:

"To the President of the United States:

As an American, faithful to American ideals of justice, liberty and humanity, and confident that the Government has exerted its most earnest efforts to keep us at peace with the world, I hereby declare my absolute and unconditional loyalty to the Government of the United States and pledge my support to you in protecting American rights against unlawful violence upon land and sea, in guarding the Nation against hostile attacks, and in upholding international right."

Upwards of a million persons in New York City signed the declaration in about three weeks, and the President was so notified on April 2nd. The signed sheets were transmitted to the President and were before him in time to show him that approximately one million New Yorkers were behind him in his stand for international justice. The same plan was followed in other cities with excellent results.

RECOGNIZED AS HOME DEFENSE COMMITTEE.

Immediately following the declaration of war, the Committee undertook the task of coordinating the work of the various organizations and citizens in New York City who desired to be of service in the crisis. A number of committees were being formed both by individuals and organizations, and it was thought desirable in the interest of all that their work should be as far as possible harmonized and coordinated so that overlapping, unnecessary duplication and waste might be prevented. During this period the Executive Committee was in close touch with both the State and Federal authorities. Governor Whitman prepared a comprehensive scheme for activities throughout the State. The plan contemplated the appointment of a home defense committee for each county. Under the direction of the State authorities, the Mayor's Committee on National Defense was designated to take charge in New York City as an organization already formed and equipped to do such work. From that time this Committee has been recognized as the Home Defense Committee for the five counties constituting the Greater City, under the State and National Defense Councils.

SPECIAL COMMITTEES.

Following are the special committees with their chairmen and secretaries; the title is usually indicative of the purpose, which in any event is shown later in this report:

Recruiting Committee—Alexander J. Hemphill, Chairman, Lewis K. Brown, Secretary; Committee on Industry and Employment—Rev. Percy Stickney Grant, Chairman (succeeding Professor Henry R. Seager), J. B. Buell, Secretary; Committee on Speakers and War Instruction—Ernest Stauffen, Chairman (succeeding A. H. Spencer and George B. Compton), W. Franklin Edwards, Secretary; Committee on Hospital and Medical Facilities—S. S. Goldwater, M. D., Chairman, Joseph J. Weber, Secretary; Committee on Aliens—Archibald E. Stevenson, Chairman, Joseph E. See, Secretary; Committee on Organizations—George T. Wilson, Chairman, Wayne L. Randall, Secretary; Committee on Relief—Thomas Cochran, Chairman, Edward T. Devine, Vice-Chairman.

Mr. G. Osgood Andrews is Manager of Films under the Committee on Speakers and War Instruction.

Mr. C. E. Mellon is Manager of the Joint Information Bureau of the Red Cross and the Mayor's Committee on National Defense.

The other departments are as follows:

Transportation Department—E. B. Cochems, Manager. Draft Information Bureau—Waldemar Kops, Manager. Publicity Bureau—Heber Blankenhorn, Manager.

The Director, Mr. Philip J. McCook, is the executive officer of the Mayor's Committee on National Defense, as well as its Vice-Chairman and a member of the Executive Committee. His duty has been to take charge of the staff and to secure unity of action by the committees and departments and a proper distribution of work and assignment of assistants. Hamilton Owens, Esq., is General Secretary of the Committee.

Reports from each of the committees, departments, etc., are to be found in an appendix.

BOROUGH COMMITTEES.

There are advisory committees in Bronx, Brooklyn, Queens and Richmond Boroughs. Except in the case of Bronx and Queens, where a different course was desired by the Borough Committee, they have been called upon for little work outside of local co-operation with the special committees. The Chairmen are as follows:

Bronx Committee—Edward R. Koch; Brooklyn Committee—William N. Dykman; Queens Committee—C. G. M. Thomas; Richmond Committee—William G. Willcox.

The reports of the Bronx and Queens Committees appear in the appendix.

FINANCE.

Lewis L. Clarke, Esquire, the Treasurer of the Committee, has kindly detailed to our headquarters as his assistant Mr. T. Frank Bennett, who passes on the details of

office expenditure. The funds were obtained primarily by private subscription, secondarily, except in the case of salaries, by segregation from the \$250,000 appropriation for war emergencies under the control of the Board of Estimate and Apportionment. The Treasurer's report forms part of the appendix.

WOMEN'S COMMITTEE.

From the beginning the patriotic work of the women of New York was conspicuous. The Mayor desired to recognize this condition, and the only question was whether to do so by joint action or through separate committees. The latter course was finally decided upon at the wish of the women most concerned, and the Mayor's Committee of Women on National Defense was formed with Miss Ruth Morgan as Chairman, Mrs. Willard Straight as Vice-Chairman, Mrs. Henry Moskowitz Secretary and Mrs. V. Everit Macy, Treasurer. Since the departure of Miss Morgan for Europe some months ago, Mrs. Straight has been Acting Chairman. The relations between the two Committees are intimate and cordial, and in many phases of their work they have acted together.

RECRUITING.

The scheme of organization was adopted none too soon. There was pressing need for a comprehensive recruiting campaign. This Committee, therefore, suggested that you appoint Alexander J. Hemphill chairman of the Special Committee on Recruiting. His Committee immediately established relations with the recruiting offices of all branches of the National service—Army, Navy, Marine Corps, National Guard—for the stimulation of recruiting.

The Recruiting Committee has used military parades, patriotic rallies, speakers, newspaper advertising, posters, music and other media of publicity on a large scale to make the needs of the service known. Since the beginning of the War it has not only distributed many thousands of posters for the recruiting offices (which were without adequate means of distribution), but has supplemented the relatively small number of Government posters by printing hundreds of thousands of posters and window and wind-shield cards and a very large number of leaflets giving detailed information.

LAND BATTLESHIP "RECRUIT".

A subcommittee of the Recruiting Committee erected in the park at Union Square, through funds provided by special popular subscription, the land battleship "Recruit". The ship has been manned by the United States Navy with a captain and crew and is the central point of navy recruiting in New York City.

SPECIAL RECRUITING ACTIVITIES.

Another branch of the Recruiting Committee—the Battalion of Service Men—organized a recruiting battalion of fifteen hundred men who had seen service under the Government. They covered more than one hundred meetings held under the auspices of political, labor, fraternal, civic and social organizations, and about the same number of street meetings. The Recruiting Committee cooperated with the British Recruiting Mission in carrying out their program of "British Recruiting Week" when armed Canadian troops with their bands and pipers visited New York, increasing as a result British enlistments by one hundred percent.

THE QUOTAS FILLED.

About the first of August the required quotas of the Regular Army, Navy and Marine Corps were reached, and shortly afterwards the National Guard attained its approximate war strength. Since that time the Recruiting Committee has devoted its efforts to securing recruits for certain specific branches in the National Army—various sections of the Engineer Corps, such as the camouflage section, gas and flame section, Ordnance Corps and Quartermaster Corps.

THE FUTURE OF RECRUITING.

When the United States first entered the War recruiting consisted of a "rush to the colors." The campaign was extensive. Now it must be intensive and requires on the part of our Recruiting Committee a correspondingly greater exercise of judgment and intelligence. Plans are under way and in actual operation for securing the enlistment of specialists as they are needed by the nation.

FEDERAL REGISTRATION.

When the Federal Selective Draft became law, you, as Mayor, having been designated by the President and the Governor to devise a scheme to secure the registration of all male residents of New York City between the ages of 21 and 31, delegated this duty to this Committee. The Director suggested to you that the machinery of the Board of Elections, under the supervision of a City board consisting of one public official to act as executive head and another as custodian, with five additional members appointed from civil life—one lawyer, one doctor, one relief expert, one employer and one labor man be used, with similar borough boards and smaller assembly district boards. The plan was accepted at Albany and Washington and this Committee acted as unofficial adviser throughout the registration both to the Mayor and to the Boards of Registration.

The registration of over 600,000 men was completed without a hitch and there was not the slightest hint of scandal or serious disorder. At one point in the day (June 5th) the Committee was called upon to find more than a hundred additional registrars of high type, who were supplied to the Board of Elections on an hour's notice. Our Transportation Department, the development of which is outlined below, by that time in active operation, supplied about 85 automobiles throughout the day. For these services Provost Marshal General Enoch H. Crowder conveyed to the Mayor and the Committee the special thanks of the War Department.

STATE MILITARY CENSUS.

The next great task laid upon the public authorities was that of taking the State Military Census in New York City, as provided by an act of the Legislature which you supported. The Governor appointed Mr. E. P. Goodrich to take charge of the work in New York City. The registration of approximately three and one-quarter million men and women in New York City between the ages of 16 and 50 was accomplished by the State Military Census Bureau with the assistance of this Committee and the Mayor's Committee of Women on National Defense and dozens of other civilian associations. After weeks of preparation the Census was completed on June 25th, 1917. The work required the services of fifty thousand volunteers. Our Transportation Department furnished for the Census about \$45,000 in time value of free automobile service. The Mayor's Committee received the thanks of the Governor for its part of the work.

THE FIRST SELECTIVE DRAFT.

You, as Mayor, having charge for the Federal authorities of certain details under the Selective Draft Law, placed the matter in the hands of the Director of this Committee.

It had been expected that the boards which were organized for the purpose of registration would be continued as Exemption Boards. The Act in the form in which it finally passed Congress, however, provided for a local exemption board of three men in each district of 30,000 inhabitants, or 189 local boards in New York City. This Committee assisted you in suggesting to the Governor names for members of these local boards. The first appointments were announced by the President on July 4th.

ORGANIZING THE BOARDS.

Shortly thereafter the local boards received their credentials and immediately sought help from us. We organized a temporary Bureau of Information, assigned to the work every available member of the staff, obtained one hundred and fifty volunteers and extended our work late into the night. When the organization of the boards

was about eighty per cent. complete the Adjutant General sent a Deputy to represent the State in New York City in the matter and thus establish direct contact; he took up his headquarters in our office, and our staff was placed at his disposal. After two weeks' anxious and arduous work the difficulties were mastered and New York City answered ready in time for the Draft, which took place July 20th. Under Mrs. Henry Moskowitz of the Women's Committee and Miss Moskowitz, whose services were lent to us by the State Labor Department, we secured the services of volunteers to assist harassed boards in their work. Under Mr. H. F. Ives, also a volunteer, and a staff of four assistants, copies of the registration cards from the boards were received, checked and stored, about 600,000 of them, until they were called for by The Adjutant General. Under Mr. E. Herzfeld and his successor Mr. Rosebery, each a volunteer, a force of clerks, for the same critical period, answered the thousands of questions which poured in daily over the telephone, by mail, by telegram and through visitors. We had also the constant help and advice on legal matters of the War Committee of the Bar and of the Legal Aid Society.

The task of supplying non-legal advice for local boards and registrants and their families has been continued and is still continuing. We have long since taken over for the Adjutant General the duty of allocating cards of out of town registrants and others to their proper local boards. We have continued likewise to suggest to the Governor the names of persons for service on the local boards in filling vacancies.

As the time for the second Draft approaches, our duties are becoming heavier. Only a short time ago the Provost Marshal General called for the compilation of a certain kind of information from the records of the local boards, and we supplied in a few days the voluntary clerical assistants (several hundred) necessary to get the material out in the required time.

TRANSPORTATION DEPARTMENT.

Mention has been already made of the Transportation Department. This has been so important a part of our work as to deserve special notice. It began originally at the time of the campaign in connection with the Declaration to the President in March, 1917. The need for automobiles and other means of transportation was then so great that a request was made through the newspapers for the loan of cars. The response was instantaneous, and was followed by an effort to put the matter on a businesslike basis. This Department now has on its lists many thousand owners of pleasure cars, motor vans, trucks of all tonnage, all the sightseeing buses and taxicabs. The Department is called upon continually, not only by our own special committees and the Director, but by the officers of patriotic organizations of all kinds. For instance, we have supplied automobiles for the Federal Registration under the Draft Act, the State Military Census, the two Liberty Loan campaigns, the various recruiting campaigns, the United States Army, Navy and Marine Corps, the Red Cross, the National Special Aid Society, the British Recruiting Mission, the transportation of a number of the special foreign missions which have come to the City on official business, the United States Food Administration, the Surgeon-General's Department of the Army, the Government Film Service, and for innumerable non-political parades, speaking tours, meetings and campaigns. In six months this Department has secured free of charge over \$250,000 worth of automobile service, and has served over 60 patriotic and war service organizations.

THE INDUSTRIAL PROBLEM.

Late in the summer it became apparent through information received from many sources that not only were a number of citizens—particularly on the East Side—out of sympathy with the aims of the Government in the war, but also that among the more excitable members of the community there was even danger of some unpatriotic demonstration. Investigation disclosed that one source of trouble was the lack of employment among garment workers. The combination of unemployment, high prices and uncertainty as to the Draft had wrought upon the nerves of a considerable section of the population. The Committee on Industry and Employment found that contracts for the manufacture of Government uniforms had been let without due regard to the

importance of New York as a centre of this industry, and that while ill-equipped firms in other and less accessible places were being given contracts larger than they could handle, perfectly equipped modern shops in this City, fully capable of meeting the Government terms, had been overlooked. The scarcity of cloth had rendered it impossible for the shops to run at full time on civilian work and almost fifty per cent. unemployment resulted.

FEDERAL BOARD OF CONTROL.

The Committee, first through its Chairman, and then with your aid, brought the matter to the attention of the Secretary of War, with the result that a Federal Board of Control was appointed to draw up a form of contract which would not discriminate against New York workers and employers, and to supervise in general the manufacture of army uniforms. Under the form of contract proposed, not only does the Board hope to conserve the health of the workers and prevent their exploitation, but to insist that well organized modern shops, such as those in New York, are given their proper share of the Government work.

MEDIATION OF STRIKES.

The industrial activities of the Committee did not stop with this matter. When in September the longshoremen of the City were on strike, the Committee conducted an immediate investigation and was able to give the Federal authorities information which aided them in bringing the matter to a successful and speedy end. It was also helpful with the butchers' and milk drivers' strikes.

THE EMPLOYMENT CLEARING HOUSE.

It needed no great foresight to see that one of the big problems to arise soon after this country entered the war would be the shift in industry resulting from the removal of many men from their regular pursuits by volunteer enlistment and the action of the Draft Law, and the transformation of manufacturing plants hitherto working for commercial purposes into munitions producing organizations. The Mayor's Committee of Women, through its Committee on Employment, established, under the direction of the Joint Committee on Industry and Employment, presided over by Professor Henry R. Seager, then Chairman of our Committee on Industry and Employment, a clearing house for non-commercial employment bureaus. Hitherto the non-commercial employment bureaus had acted independently, with a good deal of duplication and unnecessary effort, resulting not only in exaggerated expense, but great hardship upon the persons seeking employment. Under the clearing house system, the calls for help and the workers available in one employment bureau were, by a system of transfers, made available for all. This plan worked so well, that the Mayor's Committee and the State Defense Council agreed to establish a joint clearing house for men and women. This clearing house was put in operation about October 1st, and has already proved its usefulness. It has handled thousands of calls both for workers and for employers and often supplied hundreds of trained workers on short notice. For example, when the stringent regulations for water-front zones became effective, work was provided for the Germans so ousted, without great loss of time. The continuance of this employment clearing house is insured for a period of one year, because the State has appropriated \$10,000 and the City \$5,000 for its support.

THE AMERICANIZATION CAMPAIGN.

In a city like New York, with eighty per cent of the population either foreign born or the children of foreign born parents, the process of national assimilation does not advance with encouraging speed during peace times. When war breaks out, national and racial differences are accentuated.

It seemed necessary to this Committee that such war emergency steps should be taken as were best fitted to meet the situation. With the full cooperation of the State and local authorities and the leading mercantile and civic organizations, an Americanization campaign was planned and put into operation, the chief aim of which was to

teach as many of our alien citizens and residents as possible the English language and the essential principles of American democracy. Numerous classes have been established in day and night schools, factories, settlement houses and community centers, and volunteer leaders have been enrolled and trained to do the work. In this matter, as in all others undertaken by the Committee, the support we have received, not only from the Federal, State and City Governments, but from the people of the City generally, has been whole-hearted and sincere.

PUTTING THE HOSPITALS ON A WAR BASIS.

There being no possible way of knowing to what extent the hospital facilities of the City would be called upon by the National Government in time of war, it was thought advisable to make a special study to ascertain, in the first place, the reasonable needs of the Government, and second, what previous arrangements might be made to supply them with the minimum drain upon the already none too adequate resources of the City. To this end, the Committee on Hospital and Medical Facilities called together and organized a Council of Associated Hospitals of the City. The Chairman and Secretary of this Committee, Dr. S. S. Goldwater and Mr. J. J. Weber, after numerous conferences with the proper service officials, made a trip to Canada and a study there of the Government hospitals and convalescent homes established for the care of wounded and incapacitated soldiers and sailors.

TABULATION OF BEDS.

A careful tabulation was made of the available beds in the hospitals of the City (outside a few private institutions), and this information was forwarded to the Surgeon General. At the request of the Committee several hospitals were made especially available for naval patients, and a uniform system of pay established, the Committee being authorized to act as agent for the hospitals in their dealings with the Government.

CENSUS OF NURSES.

Under the direction of Dr. Goldwater, the Mayor's Committee of Women on National Defense, through its Committee on Nursing, undertook a census of the nursing resources of the City for the Government and took steps to meet the increased demand by persuading hospitals to stimulate enrollment. The plan of this survey was adopted for the country at large by the Council of National Defense.

DRAFTED MEDICAL STUDENTS.

The operation of the Federal Draft brought to the attention of Dr. Goldwater and his Committee a serious situation. Facts were gathered from all parts of the country showing that the Draft was actually so operating as to take out of the medical schools about thirty per cent of the students in the upper classes, and that an equal number would undoubtedly come under the second Draft. Hospital internes who, like medical students, are almost without exception men of Draft age, citizens and in good physical condition, were likewise being called out in disproportionately large numbers. As the result of a newspaper campaign and the public expression of the views of prominent educators, showing the military importance of maintaining a constant supply of medical graduates throughout the period of a possibly long war, President Wilson authorized the promulgation of supplementary regulations providing that hospital internes and medical students, when drafted, may be enrolled in the Enlisted Reserve Corps. While remaining subject to call for military duty at any time, these men will now be permitted to complete their studies, and in due course will take their place in the Medical Corps of the Army.

COORDINATION OF CIVILIAN WAR ACTIVITY.

While these special tasks were under way, the Committee did not lose sight of one of its main purposes, namely so coordinating the patriotic effort of individuals and organizations in the community that their efforts might be used with the utmost

efficiency and the least possible duplication and waste. The Committee on Organizations, composed of representatives of various bodies affiliated with the Mayor's Committee, epitomizes from that point of view the Committee as a whole. There is in New York City, as our records show, an enormous amount of patriotic energy which awaits only intelligent direction to be used for the good of the City and the country at large during the war. Our records show who the patriotic organizations and individuals are, what they desire to do, and what they can do. These files are so arranged that any organization or any individual may be called upon at short notice for such work as may have been entrusted to the City of New York through this Committee by Federal or State officials, or such other work as, in the view of the Committee, or any group of citizens, may appear necessary.

WAR INSTRUCTION.

The Committee has been frequently called upon from many quarters to supply speakers on patriotic subjects. To meet this need a Committee on Speakers and War Instruction was established, with a completely equipped speakers' bureau. This Committee has about two thousand speakers on its lists, and has supplied hundreds of public and semi-public meetings, not only all over New York City, but throughout the State, and in other States as well. The bureau has been of inestimable value in the recruiting and Liberty Loan campaigns, and is able through the medium of its intelligent and willing speakers to assist the Government in making clear to the people the meaning of the various policies which have been adopted for the carrying on of the war. All the speakers have served gratuitously. The Film Service is operated under the auspices of the same Special Committee.

In all matters requiring widespread information to the public, and particularly in special cases arising under the State census, the Federal registration and draft, as well as in the case of the declarations to the President, we have had the hearty and successful cooperation of the clergy of all religious creeds.

FILM SERVICE.

About October 1st the Committee was requested by the Committee on Public Information at Washington to become a subscribing cooperator in the Government Film Service issued by Mr. Creel's Committee, and to underwrite for New York City the cost of distributing and exhibiting official films showing the many phases of the Government's preparations for war. The Government felt that the pictures should not be shown in commercial motion picture houses and so provided in its contract. This meant that the Committee must not only go into the business of distributing film with an overhead charge of \$300 per week but also find customers for such pictures. Having undertaken the task we were fortunate enough to secure the services of Mr. G. Osgood Andrews, who attacked the problem from a broad business viewpoint, apportioning the expense to those organizations and individuals who signified their desire to use the films. Thirty-three clubs, churches and similar organizations throughout the City have already shown or arranged to show the pictures to their members. It is now hoped that not only will the Government's desires in the matter be met but that the Committee will be able to reimburse itself for its weekly outlay and possibly extend its usefulness.

ENEMY ALIENS.

The importance of regulating properly the menace of enemy aliens within the City has been apparent to the Federal Government since the beginning of the war. The establishment of the first barred zones found this Committee in a position to assist the Government in the registration of enemy aliens. The Committee on Aliens acted, in effect, as a Deputy United States Marshal, and assisted approximately 1800 aliens affected by the first regulations to prepare their papers. Moreover, we were able, through our translators, to observe the utterances of the foreign language newspapers and their attitude towards the war. The information thus gathered is regularly supplied to the

National authorities. The Committee has recently been fully sustained by the Treasury Department in its vigorous fight against German insurance companies.

By virtue of being recognized as the official war organization of the City, the Committee has been the recipient of many communications delivered verbally or by letter bearing upon the complex alien enemy problem, and is in frequent conference with the Federal authorities concerned with its solution. Other phases of this work are covered elsewhere in this report.

FIRE PREVENTION.

The Committee on Industry and Employment of this Committee was requested by the State authorities to supervise the inspection of munition plants and warehouses in this vicinity, with the idea of minimizing the danger of fire loss, either through accident or incendiarism. The inspectors of the Board of Fire Underwriters under the direction of Mr. F. J. T. Stewart were placed at the disposal of the Committee, and frequent inspections made of all plants and properties concerned. The inspectors, men trained to the work, were instructed to offer specific suggestions to owners and managers as to the steps they should take for the better protection of their property.

NEW YORK MUNITIONS FIRES.

For the most part these suggestions were well received, but it soon became apparent that the real need was an adequate force of guards, and Mr. Stewart so reported to our Committee. The extent of the danger was proven by the great losses which had, already occurred. The report was brought immediately to the attention of the Adjutant General of the State, and at his suggestion taken up directly with the Secretary of War, being now in the hands of the Secretary's official advisers. Since then the President has announced a much more stringent set of regulations for controlling the movements of enemy aliens throughout the country, with particular emphasis upon the safeguarding of piers and warehouses. It now appears that military guards are to be placed at various points in and near New York whose safety is a matter of special concern to the nation at this time.

RED CROSS JOINT BUREAU.

At the suggestion of this Committee you, as Mayor, wrote to the Secretary of War suggesting that information bureaus under the direction of the War Department be opened in all largely populated centers from which the families of men in the service could secure information, and obtain answers to the numerous anxious questions asked. The publication of this letter resulted in a conference between the representatives here of the Division of Civilian Relief of the Red Cross and of this Committee, at which arrangements were made to conduct a joint information bureau operated by the Red Cross and the Mayor's Committee. This bureau is now in operation. It is already equipped with full data as to soldiers' insurance and family allotments. As the war goes on and the casualty lists begin to come in, it is expected the bureau will be made an official means of communication between the War Department and the people of New York.

THE LIBERTY LOAN.

Mention has already been made in this report of our cooperation with the Liberty Loan Committee and its two flotation campaigns to date. The extent of this cooperation was so marked, particularly in the second campaign, that we feel some special record should be made of it. Our Committee on Organizations arranged and carried through the initial meeting of the campaign, held on the steps of the City Hall on October 1st, and addressed by yourself. The parade which preceded the meeting was arranged by us, and the bands and military escort which accompanied the salesmen on their parade were brought in by our efforts. The Committee on Speakers and War Instruction not only set aside certain of its speakers for the sole use of the Liberty

Loan Committee, but gave all other speakers instructions to mention the Liberty Loan campaign, no matter what the occasion of their appearance.

The Transportation Department supplied the Liberty Loan Committee with bands for twenty-three separate rallies and was largely instrumental in getting eleven bands to serve free in the Liberty Loan Parade on October 23rd. Sixty-four owners of automobiles lent their cars to the Liberty Loan Committee. The Fifth Avenue Coach Company lent the Committee for the Liberty Loan sixty-eight buses during the same period. The Mayor's Committee was also asked to take charge of the erection of the reviewing stand for the Liberty Loan Day Parade. Through Mr. Stephen N. Bond we did so, and assumed half the expense. Mr. Bond also acted as chairman of special committees in charge of the civilian features of National Guard Day and National Army Day.

NATIONAL GUARD DAY.

We offered to underwrite the arrangements for the civilian end of the celebration in connection with the departure of the National Guard August 30th. A large grandstand was erected by us in front of the Public Library and turned over to the National Guard, Veterans of the Civil War, Spanish War Veterans and distinguished citizens. The parade was reviewed from this stand and that of the Union League Club by the Governor and the Mayor. The Committee also arranged to have the best vantage points along the line of march reserved for the relatives of the marchers. In the evening motion picture theatres were thrown open to the men wearing the National Guard uniform.

NATIONAL ARMY DAY.

On September 4th, less than a week after the National Guard celebration, this Committee arranged or supervised three separate parades of drafted men—one in Brooklyn, one in the Bronx and one in Manhattan. Fully fifty per cent of the drafted quota appeared in line and made a splendid showing. The stand erected for the National Guard Parade was used again on this occasion. In the afternoon, through the courtesy of the New York Baseball Club and at the suggestion of the *New York World*, the men were permitted to see a game between New York and Boston without cost. The Committee served luncheon to the drafted men at the ballground. In the evening there were numerous dances and entertainments in social and recreation centers. These parades were the first general gatherings of drafted men and gave the City of New York its first opportunity to see the splendid spirit which has animated the National Army from the very beginning. Our efforts were designed to encourage this feeling.

SOUTHERN COMMERCIAL CONGRESS.

The Committee was requested by the Mayor to arrange a reception on October 16th for the diplomats of the thirteen allied countries scheduled to come to the City as guests of the Southern Commercial Congress which was in session here at that time. Arrangements were made and carried out befitting such an occasion.

BRITISH MINISTRY OF MUNITIONS.

At the request of the Council of National Defense and the State Defense Council the Committee undertook the arrangements for the reception here of a special mission of the British Ministry of Munitions comprising Sir Stephenson Kent, Mr. H. W. Garrod, Mr. G. H. Baillie, and Captain Cyril Asquith. The Commission desired to keep its visit as informal as possible consistent with meeting the representative employers and workmen of the City and northern New Jersey. Accordingly about twenty different appointments for them were made through the courtesy of the Merchants' Association, Chamber of Commerce, Central Labor Union of Brooklyn and Queens, Central Federated Union of New York and Bronx, Executive Committee of the New York Committee on Industrial Training for the Council of National Defense, State Industrial Commission, United Engineering Societies, Local Exemption Boards, Com-

mittee on Women in Industry of the Council of National Defense and the New York Editorial Conference, at luncheons, morning and afternoon conferences, dinners, etc.

The Mayor received the mission upon its arrival at the City Hall, and there followed a small luncheon at the McAlpin Hotel under the auspices of this Committee, to which were invited persons especially interested in the problems under discussion.

The Committee feels that the visit of the British Ministry of Munitions is one of the most important single events with which it has had to do. We were given a great opportunity to enlighten our citizens upon the vital subject of man-power in the war through Great Britain's experience.

JAPANESE SPECIAL FINANCE MISSION.

We are preparing for the visit to this City on November 23d of a special Japanese Finance Mission consisting of Baron Magata and his distinguished colleagues, all specialists in financial, industrial and governmental affairs. They will be welcomed on that day by the Mayor and a reception committee at the City Hall.

PUBLICITY.

The Committee desires to thank the press for its cooperation with us in making our facilities known, and particularly for conveying to the public emergency information on a large scale (as in draft and recruiting matters) which otherwise could not have reached the people.

PENDING AND FUTURE ACTIVITIES.

It has been the experience of the Committee, as this report indicates, that the number and importance of its operations grow daily. From an organization devoted to agitation for national preparedness we have become an integral, though not strictly official, part of the national, state and municipal war machine.

Some idea has been given of the work done by the Committee at the time of the first draft. We are now facing the second draft, a more highly organized and complex problem. If called upon again, we shall be glad to serve as before.

We are prepared to continue our broad campaign for the Americanization of our alien residents. We are prepared to continue a public discussion of the issues of the war in support of the President. We are prepared to continue as a clearing house and coordinating force for local patriotic activities. We are prepared to continue our intensive recruiting campaign, and the Bureau of Information for the families of men in the service. We are prepared to continue our fight for the proper recognition of the importance of the industrial problem. The Committee on Industry and Employment is preparing a fuller report. We are prepared to continue our fight against the menace of the enemy alien.

We hope to turn the attention of the employers of this neighborhood to the problem which will confront them when our men come back from the front, to the end that these men may have preference in employment.

And finally we shall, as in the past, hold ourselves in readiness to undertake such duties as may be laid upon us by the Government of the United States, the State of New York and the City of New York.

Respectfully,

T. L. CHADBOURNE, JR.,
Chairman.
For the Executive Committee.

New York, November 21st, 1917.

Appendix

Reports of Treasurer, Director, Committees and Departments

Dated on average Nov. 15-21, 1917

and presented to Thomas L. Chadbourne, Jr.
Chairman of the Executive Committee
and of the General Committee

Report of Treasurer to Close of Business, November 21, 1917

LEWIS L. CLARKE, Treasurer
H. N. ARMSTRONG, Assistant Treasurer

RECEIPTS

Amount collected to date through Treasurer.....	\$190,328.53
Amount collected to date by Borough Committees:	
Brooklyn.....	2,368.95
Bronx.....	692.00
Queens.....	617.50
Richmond.....	5.00
Amount collected towards use of automobiles.....	2,225.00
Amount collected for Film Account.....	250.00
Reimbursement by City of New York on account Military Census...	21,752.88
Reimbursement by City of New York on account sundry expenses...	56,228.39
Balance from Original and Mobilization Accounts.....	7,081.60

\$191,549.85

DISBURSEMENTS

Total Expenses to Last Meeting Nov. 14, 1917.....	\$175,187.15
Bills paid since last meeting to date.....	4,557.14

\$179,744.29

Balance in Treasurer's account in American Exchange National Bank, N. Y.....	9,436.61
Balance in People's Trust Co., Brooklyn, N. Y., Brooklyn Division, Finance Committee of Mayor's Committee on National Defense	2,368.95

\$191,549.85

RECAPITULATION OF PAYMENTS ACCOUNT RESPECTIVE COMMITTEES

Alien.....	\$ 6,455.55
Bronx.....	2,550.45
Brooklyn.....	1,951.88
Clearing House for Employment Office.....	1,546.51
Film Account.....	1,500.00
Declaration Account.....	33,548.45
Head Office.....	56,698.68
Hospital and Medical.....	251.26
Industry and Employment.....	695.00
Military Census.....	27,173.34
Organizations.....	1,634.26
Queens.....	534.40
Recruiting.....	43,015.87
Richmond.....	50.00
Speakers.....	2,138.64

\$179,744.29

ALIEN ACCOUNT

Cash.....	\$ 220.00
Postage.....	40.00
Printing and Stationery.....	1,144.18
*Salaries.....	3,389.98
Sundries.....	1,077.79
*Salaries, Special Fund.....	583.60
	\$ 6,455.55

BRONX ACCOUNT

Postage.....	\$ 9.98
Printing and Stationery.....	239.58
Sundries.....	1,132.43
Telephone and Telegraph.....	217.96
*Salaries.....	950.50
	2,550.45

BROOKLYN ACCOUNT

Cash.....	\$ 58.60
Printing and Stationery.....	484.37
Sundries.....	1,098.67
Telephone and Telegraph.....	65.43
*Salaries.....	244.81
	1,951.88

* No reimbursement of salaries of the Committee employees was asked from or obtained from the City.

CLEARING HOUSE FOR EMPLOYMENT OFFICE		
Printing and Stationery.....	\$ 919.53	
Sundries.....	626.98	1,546.51
<hr/>		
FILM ACCOUNT		
Underwriting.....		1,500.00
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DECLARATION ACCOUNT		
Cash.....	\$ 1,069.25	
Postage.....	145.66	
Printing and Stationery.....	27,044.61	
Sundries.....	1,555.38	
Telephone and Telegraph.....	560.40	
Typewriter Supplies.....	64.50	
*Salaries.....	3,108.65	33,548.45
<hr/>		
FIRST AND ORIGINAL ACCOUNT		
Cash.....	\$ 336.79	
Conference of Mayors at St. Louis.....	2,000.00	
Hon. Henry Curran.....	1,000.00	
Postage.....	33.00	
Printing and Stationery.....	1,011.40	
Sundries.....	65.82	
Telephone.....	169.75	
*Salaries.....	2,869.00	7,476.76
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HEAD OFFICE ACCOUNT		
Cash.....	\$ 1,065.00	
Postage.....	213.24	
Printing and Stationery.....	5,370.38	
Sundries.....	25,152.07	
Telephone and Telegraph.....	2,075.09	
Typewriter Supplies.....	44.75	
*Salaries.....	22,778.15	56,698.68
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HOSPITAL AND MEDICAL ACCOUNTS		
Cash.....	\$ 198.45	
Printing and Stationery.....	52.81	251.26
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INDUSTRY AND EMPLOYMENT ACCOUNT		
Cash.....	\$ 21.80	
Sundries.....	64.88	
*Salaries.....	608.32	695.00
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MILITARY CENSUS		
Cash.....	\$ 213.63	
Postage.....	270.83	
Printing and Stationery.....	20,575.89	
Sundries.....	4,011.99	
Telephone and Telegraph.....	2,101.00	27,173.34
<hr/>		
MOBILIZATION ACCOUNT		
Cash.....	\$ 1,664.57	
Postage.....	359.23	
Printing and Stationery.....	1,734.08	
Sundries.....	545.58	
Telephone and Telegraph.....	22.52	
Typewriter Supplies.....	107.79	
*Salaries.....	5,233.99	9,667.76
<hr/>		
ORGANIZATIONS ACCOUNT		
Printing and Stationery.....	\$ 81.67	
Sundries.....	118.32	
Telephone and Telegraph.....	9.27	
*Salaries.....	1,425.00	1,634.26
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QUEENS ACCOUNT		
Cash.....	\$ 257.62	
Printing and Stationery.....	71.28	
Sundries.....	205.50	534.40
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* No reimbursement of salaries of the Committee employees was asked from or obtained from the City.

RECRUITING ACCOUNT

Cash.....	\$ 784.45	
Postage.....	302.50	
Printing and Stationery.....	13,933.88	
Sundries.....	11,696.66	
Telephone and Telegraph.....	3,582.41	
*Salaries.....	12,705.22	
Typewriter Supplies.....	10.75	43,015.87

RICHMOND ACCOUNT

Cash.....	\$ 25.00	
Printing and Stationery.....	25.00	50.00

SPEAKERS ACCOUNT

Printing and Stationery.....	\$ 95.09	
Sundries.....	275.33	
Telephone and Telegraph.....	16.32	
*Salaries.....	1,751.99	2,138.64

Total.....		\$198,888.81
Expenses Original Account.....	\$ 7,476.75	
Expenses Mobilization Account.....	9,667.76	17,144.52
Total.....		\$179,744.29

Report of Director

PHILIP J. MCCOOK

I have the honor to submit herewith my report as Director of the Mayor's Committee on National Defense.

It is not for me to recite the history of the Committee, and I mention no activity which took place before my connection with it, which began about February 15, 1917.

DECLARATION TO PRESIDENT

After the break in diplomatic relations with Germany it was believed that a declaration to the President of the sentiment of the citizens of New York might be useful and effective with Congress. The following statement was therefore prepared:

"To the President of the United States:

As an American, faithful to American ideals of justice, liberty and humanity, and confident that the Government has exerted its most earnest efforts to keep us at peace with the world, I hereby declare my absolute and unconditional loyalty to the Government of the United States and pledge my support to you in protecting American rights against unlawful violence upon land and sea, in guarding the Nation against hostile attacks, and in upholding international right."

These documents were printed by the hundreds of thousands, distributed for circulation among churches, schools, hotels, stores, offices and in many other public and private places, as well as in the newspapers. At the end of three weeks a million signatures had been obtained and were sent to the President following a telegram on April 2nd, in which the fact was announced. The signing of these declarations stimulated the patriotism of the community and conveyed its views to the authorities at Washington.

HEADQUARTERS ORGANIZATION

Up to this time there had been no office or organized office staff, the few employes of the Committee being used as occasion offered in the City Hall, the Municipal Building and (for the purposes of the Declarations) at 50 East 42nd Street. When war broke out, however, it became evident that the need for the permanent services of such a Committee was great and urgent and that a staff must be organized. Accordingly two large rooms were taken at the Municipal Building, and an office force employed. It is the work of this force for general purposes, and of the Director for certain special purposes, first under Mr. Straight and later under yourself as Chairman, which this report will attempt to cover.

The duty of the Director was first to organize and then supervise the work of the headquarters staff, to furnish assistance to the various special and borough committees, to co-ordinate the work of the committee secretaries located at headquarters, and personally to take charge of various special or emergent activities—all, of course, under the Executive Committee.

About June 1st, 1917, owing to lack of space, offices were temporarily rented in the Stewart Building, and soon after October 1st headquarters were moved to the Hall of Records, where the space now occupied was offered by the City and became available.

At the time of this last removal the personnel of the staff was as follows: Benjamin M. Day (formerly General Secretary) Assistant Director, Hamilton Owens (formerly Secretary to the Chairman) General Secretary, W. L. Randall, Secretary Committee on Organizations, William Franklin Edwards, Secretary Committee on Speakers and War Instruction, Lewis K. Brown, Secretary Committee on Recruiting, Joseph E. See, Secretary Committee on Aliens, J. B. Buell, Secretary Committee on Industry

* No reimbursement of salaries of the Committee employes was asked from or obtained from the City.

and Employment, Heber Blankenhorn, in charge of Publicity Department, Edward B. Cochems in charge of Transportation Department, Waldemar Kops in charge of Draft Information Bureau, G. Osgood Andrews, in charge of Film Bureau, C. H. Mellon, in charge Joint Information Bureau of Red Cross and Mayor's Committee and J. F. Fitzpatrick, head stenographer. Messrs. Kops, Mellon and Andrews are volunteers. The Departments and Bureaus mentioned do not fall under any particular committee, but perform special work under the Director and co-operate with the appropriate committees. Mr. Day has since resigned as Assistant Director, and his work has been divided among other members of the staff, notably A. E. Sheehan, now Secretary to the Director. Each committee and department has one or more stenographic or clerical assistants, and there is a small headquarters staff of stenographers, typists, clerks and office boys. We have also the valued help of a changing force of volunteer helpers, ranging from half a dozen in normal times to many times that number in cases of emergency.

GENERAL WORK

The general activities of the Committee and the particular specialized activities will appear more appropriately under the report of the Executive Committee and the separate reports of committees, departments and bureaus.

A HOME DEFENSE COMMITTEE

Like the Governor of the State, the Mayor of the City was at an early date convinced of the necessity of a State Census, and supported the bill then before the Legislature. At that time it was by no means certain that there would be a Federal Draft, but under existing legislation the State authorities were bound to prepare themselves for State conscription, which is authorized by such law, and to learn the State's resources. This and other considerations developed by the war decided the Governor to form a Resource Mobilization Bureau and to summon representatives from the various counties to a conference in Albany. This conference was attended by the Director with other representatives of the City who showed that the Mayor's Committee on National Defense being an existing body, should be the Home Defense Committee for the five counties constituting Greater New York. From that time on the Mayor's Committee on National Defense has been recognized as the Home Defense Committee for Greater New York, under the State Resource Mobilization Bureau, now the State Defense Council, which in turn is under the Council of National Defense.

STATE CENSUS

At the conference just described the various Home Defense Committees were asked to co-operate with the State authorities in the coming Census. Under the law Mr. E. P. Goodrich was appointed Director for New York City, and became a State official. For that reason the projected Census Committee was never organized, nor is there any report from Mr. Goodrich herewith submitted. This Committee, however, records with pride the part we played in assisting the Census takers. It is estimated that under the head of transportation alone we furnished free the equivalent in time value of \$45,000 in pleasure automobiles, trucks and buses. Without this assistance the distribution of the many tons of cards and documents would have been impossible. We also helped furnish volunteers for the whole Census. Nor did our work end with the completion of the Census. Through the Merchants' Association and the Chamber of Commerce we furnished volunteers to the Military State Census Bureau in the tabulation of its records and the preparation of its card index system. From its list of three million, three hundred thousand men and women the State has repeatedly furnished to the United States Government names of persons desired as members of the Army, Navy and Marine Corps, or as civil employes from many fields, as is more fully set out in the report of the Recruiting Committee.

FEDERAL REGISTRATION

Responding to a request from the Secretary of War, in the latter part of April, the Governor called upon the Mayor to submit a plan for taking the Registration under the projected Draft law. The Director was asked by the Mayor to draw such a plan, and after conferences with the Governor and the Adjutant General did so. It was telegraphed to the Governor and accepted in full by the War Department. The scheme was for a City-wide Board of Control with Borough and Assembly District Boards, and, of course, Election District Registrars. It was at that time contemplated to continue the Registration Boards as Draft Exemption bodies. Everything moved smoothly on Registration Day, June 5th, and the names of about 600,000 persons in Greater New York were quietly taken within twenty-four hours. On the afternoon of Registration Day we furnished at an hour's notice 150 volunteers, calling on our local banks and clubs. The reports of the Speakers and Aliens Committees and the Transportation Department will show how the ground was prepared by patriotic meetings and activities, again with the help of the cars furnished by patriotic citizens.

THE SELECTIVE DRAFT

The law of May 18th upset all calculations for the continuation of the Registration Boards by creating sub-divisions of 30,000 population, each to be presided over by a board of three persons, required to be residents of the respective sub-divisions. The law also provided specifically for only one other official body to conduct the Draft, namely, the District Board. Our plans were necessarily adjusted accordingly. The Adjutant General of the State with our assistance worked out the boundaries of the sub-divisions and also joined us in requesting that the District Board, unlike any other locality in the United States, might cover the Greater City of New York as a whole, instead of the Southern and Eastern Judicial Districts, which are partly in and partly out of the City. The Governor and the Mayor called upon the Committee to suggest nominations for members of the Local Boards; this was done on consultation with the Judges who had been serving on the respective Borough Registration Boards. Similarly in the filling of all vacancies since occurring, the advice of the Committee has been asked. At the suggestion of the

War Committee of the Bar, the Legal Aid Society was asked to open, and did open, a Draft Information Bureau on the East Side, also offering all its existing offices for similar purposes. At the same time a Draft Information Bureau was opened in charge of a volunteer and assisted by four other volunteers, and has been ever since operated at these headquarters, often under high pressure.

Under the Selective Draft Law the organization of the Boards and the execution of the Draft were functions left wholly to the members of the Local Boards. This Committee had no authority to interfere with them in any way. Nevertheless, representing the Mayor and in aid of the Adjutant General we offered our services for all purposes, and on July 12th, when the special representative of the Adjutant General's office at Albany came to New York to take local charge, the organization of the Boards was already, with the help of almost our entire staff, 80 per cent complete. We turned over our office, and substantially our whole office force to this representative for two weeks, when the worst rush was over. Even after that time, however, the work of our Draft Information Bureau and of the Director and Assistant Director as unofficial assistants to the Boards has continued. We prepared Draft maps, which have been the sole source of information as to the location in New York City of individual registrants; we obtained the co-operation of the Board of Education and others in securing headquarters for the Local Boards and helped arrange their telephone connections; we prepared lists of names, addresses and telephone numbers and supplied these to the officials interested.

At the height of the Draft we advised between a thousand and two thousand individuals daily, the inquiries coming personally, by letter, telegram and telephone, not only from the Greater City, but from practically the entire country. As the present Draft has approached its close, of course our labors have much decreased, but we have frequently received at one time in batches of from fifty to five hundred registration cards to be distributed, on short notice, among the various Local Boards. Within the past few weeks the work has again greatly increased in volume. I am unable to mention here all the dozens of volunteers, men and women, who helped us day and night at headquarters; still less the hundreds who assisted outside. However, I must name Miss Moskowitz and Messrs. Ives, Herzfeld, Roschery and Wright, for specially self-sacrificing and successful labors.

I wish to record my appreciation of the splendid work of the Federal Bureau under the Adjutant General, and especially of Major F. S. Hutchinson, in general charge, and of Mr. Roger B. Wood, the representative in charge for New York City.

NATIONAL GUARD SEND OFF

When it was suggested that there should be a "send-off" for the National Guard this Committee offered its services to Major General O'Ryan, commanding. We built a large grandstand in front of the Public Library for the National Guard, their families, representatives of the National, State and local Governments and foreign countries; we arranged with the Police Department for special badges and special places on the sidewalk for the families of officers and soldiers, and successfully appealed through posters and otherwise to the public to give them preference; we decorated the grandstand, provided a band for it, and arranged with the Fifth Avenue and Broadway Associations and through the public press for general decoration of the City in honor of the event; we also secured numerous boy scouts to act as aides, ushers, etc. In the evening, at the request of Mr. A. J. Hemphill, a large number of moving picture houses threw open their places of entertainment to all men in the uniform of the Guard. The Committee's successful part in the arrangements of this day was in charge of a special committee of which Mr. Stephen N. Bond was Chairman.

NATIONAL ARMY DAY

In answer to the request of the National authorities, the Mayor declared September 4th National Army Day, and this Committee undertook a celebration in honor of the Drafted men. This consisted of a parade on Fifth Avenue for Manhattan, Queens and Richmond, and in Brooklyn and the Bronx for those Boroughs. The Bronx parade was organized by our Bronx Committee, and the Brooklyn parade by a special committee appointed at our instance by the "Brooklyn Eagle." This office was in particular charge of the Manhattan parade. Paraders in all boroughs were supplied with appropriate brassards, which have since been used by the various Exemption Boards in mobilization. More than thirty bands were supplied gratis through the special courtesy of the New York Musicians' Union. In the afternoon, at the suggestion and with the co-operation of the "New York World" and through the generosity of the New York Baseball Club, a baseball game between the New York and Boston National nines was played with free admission to drafted men, to whom refreshments were also served by this Committee. In the evening many entertainments were supplied by affiliated organizations. All arrangements for this day were in charge of the Committee on Organizations, except that Mr. Bond again had charge of the parade and the grandstand.

LIBERTY LOAN

The organization of the first Liberty Loan was not very highly developed, and the Mayor's Committee was not then so thoroughly organized, though we did furnish some volunteers, transportation and other help. For the second Liberty Loan, as appears in greater detail in the various Committee, Department and Bureau reports, this committee played a very important part. Probably an average of two hours a day of the Director's time was devoted to this work throughout the second campaign. Incidentally it may be said that practically every member of the staff subscribed. We built the stand for the Liberty Loan Day Parade, and paid half the expense, beside furnishing most of the bands, gratis.

SPECIAL BRITISH MISSION

The Special Mission of the British Ministry of Munitions, which had been invited by the United States Government to visit this country, reached New York City on November 8th. This Committee was called on by the Council of National Defense and the State Defense Council to make arrangements

so that the Mission might meet all the employers, labor, educational and official bodies likely to be benefited by conference. Accordingly a full program was prepared, consisting of four conferences with groups of employers (through the courtesy of the Merchants' Association), two with groups of labor representatives, one with State officials, one with industrial educators, one with representatives of women in industry, and one with the members of the Exemption Local and District Boards. In addition, the Committee arranged for the initial reception by the Mayor and the Committee at the City Hall, gave a luncheon in honor of the four members of the Mission, and co-operated with various other bodies, including the Chamber of Commerce, the Editorial Conference, the New York Committee on Industrial Training of the Council of National Defense and the United Engineering Society in offering special hospitality. The object of the Mission was to furnish to the people of the United States information drawn from the experience of Great Britain with man-power in the war. The problems discussed were labor problems of the most serious character, and the importance of the visit and what it accomplished in New York cannot be overestimated.

JAPANESE SPECIAL MISSION

The Special Imperial Japanese Finance Mission is visiting this City on November 23rd, and on behalf of the City Government this Committee is preparing a reception in honor of the members at the City Hall, and planning to furnish whatever courtesies and facilities may prove acceptable during their ensuing stay.

WELFARE OF SOLDIERS AND SAILORS

We take particular pride and interest in the young men who go out from this city, either as volunteers or drafted men, to serve in the Army and Navy. The United States Government has provided a Commission which has special charge of their welfare. However, in innumerable ways, and many times daily we find opportunities to serve them and their families. To give an important example, we were asked in September by the Mayor in response to a request by General Bell to investigate and advise on the project for an Auditorium at Camp Upton. We requested a committee of architects, headed by Mr. Grosvenor Atterbury to visit the camp and report, and in this report were able to reach constructive suggestions on the basis of a campaign for the Camp Upton Community Hall, to seat ten to twenty thousand soldiers.

The various committees reports offer further examples, often important, of our desire to serve our defenders. I refer particularly to the information given constantly by its Recruiting Committee, the innumerable special services of the Transportation Department, the work of the Draft Information Bureau and the Joint Bureau with the Red Cross, and the plans made for National Guard Day and National Army Day.

MISCELLANEOUS

The Mayor has more and more, as the war progressed, referred to this Committee all civilian war activities and questions, except those particularly indicated as belonging to some special department, for example the Police or the Fire Department. As this has become known the Committee has developed to a constantly greater extent into a clearing house for civilian war activities and questions in the City of New York. It is treated as a bureau of advice and information, not only by the public, but by many public departments, Federal, State and Municipal. It has also become a place where complaints are lodged, particularly against persons said to be disloyal or slackers. Information received of the latter character is at once forwarded to the United States Attorneys in New York or Brooklyn, or to other proper authority. There is, of course, close co-operation in all respects with the United States Marshal, the Military and Naval authorities, the Secret Service of the Department of Justice and the Police Department.

Report of the Recruiting Committee

ALEXANDER J. HEMPHILL, Chairman
LEWIS K. BROWN, Secretary

The Recruiting Committee has been co-operating with the Recruiting Officers of all branches of the National Service—Army, Navy, Marine Corps, National Guard and subsidiary branches, for the stimulation of enlisting.

The methods employed include military parades, patriotic rallies, street meetings, advertising, posters and newspaper publicity.

The more important mass meetings have been held in Madison Square Garden, Metropolitan Opera House, Cooper Union, Carnegie Hall and two National Guard Armories.

The Committee has not only distributed many thousands of posters for recruiting offices which lacked adequate means of distribution, but has supplemented the small number of posters furnished these offices by the United States government by printing upwards of one hundred and seventy-five thousand posters and one hundred thousand wind-shield and window cards. In addition to the issuance of several hundred thousand recruiting cards for the use of recruiting officers, the Committee has issued one hundred thousand leaflets, giving authoritative detailed information regarding all branches of the service, number of men needed, etc.

The Sub-Committee on Union Square Recruiting Station has erected in the Park at Union Square, through funds provided by popular subscription, the Battleship "Recruit," of a length approximately one-third that of the "Arizona." This ship has been manned by the United States Navy with a Captain and crew, and is the center of naval recruiting in New York City.

The Sub-Committee on Recruiting Battalion of Service Men, after organizing a Recruiting Battalion of fifteen hundred men who had seen service under the government, covered one hundred and twenty-five

recruiting meetings, held under the auspices of political, labor, fraternal, civic and social organizations, and conducted about the same number of street meetings.

The Sub-Committee on Church Organizations issued a call for co-operation to all the Churches of Greater New York and conducted a brief automobile speaking campaign.

The Committee co-operated with the British Recruiting Mission in the carrying out of their program during "British Recruiting Week," when armed Canadian troops with bands and pipers visited New York. The week showed an increase of one hundred per cent enlistments in the British Service.

About the first of August, enlistments reached a height that filled the required quota for the Army, Navy and Marines, and shortly after that, the National Guard regiments attained approximate war strength. The recruiting offices of the Marine Corps were closed, and the carrying out of the draft law cut Army enlistments down to a very low ebb.

The situation today in the Navy and Marine Corps is that the authorized strength has been reached, several thousand men have been enlisted without express authority of Congress, the men now being received being actually "reserves", although they are not called such.

The coming Congress will be asked to authorize immediate enlistment of 20,000 men for the Marine Corps, and 50,000 for the Navy. No public announcement of this is possible under existing circumstances, but the total enlistment of the "reserves" mentioned has probably reached 10,000 to 15,000 in these two branches of the service.

The United States Naval Reserves are taking men for certain specified duties with certain specified limits as to number.

The Army Recruiting situation requires separate treatment. The analysis of the draft men already in camp has proven that, outside of infantry, cavalry, and artillery, the draft men cannot entirely meet the demands of modern warfare. In view of this, regulations have been so framed as to admit the enlistment of volunteers in the National Army for certain specified branches under various sections of the Engineer and Signal Corps, namely the Camouflage Section, the Gas and Flame Section, the Ordnance Corps, the Aviation Section, and the Quartermaster Corps. Nine thousand men are wanted immediately for the establishment and maintenance of repair shops for guns, ranging in size from sidearms to heavy artillery. In the Aviation Section, sixteen men on the ground are required for every man in the air. Men of the highest degree of skill are required as well as "handy men" and common laborers. The Quartermaster Corps has made a corresponding demand for men whose training will fit them for the handling of the business of the Army.

When the United States first entered the war, recruiting consisted of a "rush to the colors." The draft law has taken care of the bulk of the Army, and the past weeks have seen the regular Army Recruiting Service gradually transformed into a machine to obtain especially qualified men for especially definite duties.

The efforts which this Committee is putting forth now and plans for the future, are not solely along the line of the stimulation of patriotism, but to give publicity to the various needs of the Service, and stimulate a patriotic impulse "plus," which will result in the voluntary enlistment, not of a large number of men, but of a smaller number of specialized and technical experts, without whom the war cannot be won.

To meet the existing conditions, the Committee has planned a poster campaign, not of highly colored lithographs, but of information regarding men urgently needed. Posters designed for placing upon fences, buildings, etc., will be made as different from posters heretofore used in the campaign as possible, with simple but striking designs subordinated to the subject matter, and the subject matter short and sharp. The assistance of the firm responsible for the Food Administration posters has been voluntarily offered to the Committee in the work.

A window card campaign has been planned to be done in attractive type, designed by the same firm, to constitute a bulletin for weekly change so that the public can be appraised of the need of photographers, stenographers, camouflage men, etc. Each bulletin will advertise not more than three kinds of specialists wanted. This campaign is deemed essential because of the impossibility of obtaining space in the papers for recruiting calls, due to its slight news value, and the prohibitive cost of advertising space necessary to bring the facts to general public notice.

Special posters are to be printed—calling for special men—in quantities from 1,500 to 2,000, and placed on fences and buildings.

Strongly supplementary to this campaign, it is proposed to reach individuals through bulletins and appeals to organizations. This means labor unions, as well as associations and societies, covering, so far as possible, all specialized trades needed for war service.

Recognizing the necessity for the enlistment of every man above and below the draft age who feels the impulse to enter the war, a plan has been put into operation for the correction of slight physical defects, and for the developing of men under weight and with insufficient chest expansion so their applications may be accepted.

The first is being accomplished through the co-operation of the hospitals of New York City, eight of which are accepting patients for treatment or slight operations upon the recommendation of examining physicians, this Committee acting as intermediary to follow the man up from the time of his application until he has received treatment and is ready for service.

The second class—the under-weight men—are to be looked after with the active co-operation of the athletic authorities of the Y. M. C. A. This plan is now being worked out, and will probably result in the establishment, at convenient armories, of evening classes furnishing a course of indeterminate length, consisting of light physical and breathing exercises and lectures on diet and care of the body. It is expected that this course will result in the addition of the necessary chest expansion or the putting on of the few pounds of weight essential to acceptance for enlistment.

Weekly inspections by commissioned officers will be a factor in this course, and a premium will be placed upon the speed with which a candidate shall graduate and "make" the Army. This plan has been

approved by the War Committee of the Y. M. C. A., and will have the earnest co-operation of their organization.

This Committee has provided in its office a clearing house for information relating to all branches of the Service, and appeals for advice are daily increasing.

In conclusion, the Committee feels that its real work began when the draft army was created, and that its function then changed from patriotic propaganda to intensive super-publicity, aimed at the individual and not the mass, the technical man and not the fighter.

Report of the Committee on Industry and Employment

PERCY STICKNEY GRANT, Chairman

J. B. BUELL, Secretary

ORGANIZATION AND PURPOSES

The Committee on Industry and Employment was organized the latter part of May, with Professor Henry R. Seager of Columbia University as Chairman. It arose from a recognition by the Mayor of the seriousness of the industrial problem in its relation to an efficient prosecution of the war. At its original meeting the purposes of the Committee were stated as three-fold:

1. To co-ordinate existing employment bureaus so that they may meet more perfectly the special demands growing out of the war.
2. To assist in maintaining standards of health and efficiency among wage earners.
3. To aid in the settlement of labor disputes and to undertake other general problems which might be referred to it by the Mayor.

THE JOINT COMMITTEE

In order to assure co-operation between this Committee and the Sub-Committees dealing with Industrial Problems of the Mayor's Committee of Women on National Defense a Joint Committee with representatives from the Men's Committee and from the Women's Committee on Industry and the Women's Committee on Employment was organized. Professor Seager became chairman and the Secretary of the Men's Committee has acted as Secretary of the Joint Committee. Matters of policy affecting each of the separate Committees have always been referred to the Joint Committee, and it has been a most effective working body.

Under its supervision and through the immediate direction of the Women's Committee on Employment, a Clearing House for Employment Offices was almost immediately organized, with the view of bringing together in closer co-operation the thirty or forty public and philanthropic employment bureaus dealing mainly with Women and Girls. The advantages of such a move were evident. By a transfer of the surplus calls of one bureau to the surplus applicants of another, the clientele of all the co-operating agencies were made available both to employers and applicants. Instead of a decentralized and inadequate employment machinery for New York City the Clearing House idea contained the possibility of developing a centralized and adequate machinery. In working out the detailed organization of the Clearing House, the Chairman and Secretary found it necessary to spend considerable time in aiding the Women's Committee, and were able to be of considerable assistance in putting it in a sound working basis.

THE EMPLOYMENT CLEARING HOUSE

The Men's Committee were convinced of the necessity for a Clearing House on a larger scale which could handle calls from the Men's as well as the Women's Bureaus. A survey of the larger Men's bureaus was made and the result included in a report to the Chairman. It was decided to ask the State Defense Council to finance the project with \$10,000 and the Mayor's Committee with \$5,000. When this had been obtained it was planned to combine with the Women's Clearing House and put the whole project under the supervision of the State Bureau of Employment, representing the State Defense Council, and the Joint Committee on Industry and Employment representing the City.

These plans have been carried out and the combined Clearing House for Employment Offices is now in operation at 44 East 23rd Street, under the direction of Mr. Morris L. Ernst, a member of the Men's Committee. The advantages of combination have been evident from the start. The present Clearing House has been doing between two and three times the business done previously by the Women. Since October 1st, it has received 1,759 orders for 3,674 people in both the male and female department. 651 people are known to have been placed through its efforts. Several large government orders have been handled directly, and in at least one instance, labor which had been temporarily engaged on a government cantonment was shifted to other industries with a minimum loss of unemployment. Besides this, the Clearing House has been active not only in opening new Bureaus, but in strengthening those with which it is working.

FEDERAL EMPLOYMENT BILL

As a result of the local situation the committee was impressed with the need for an adequate Federal Employment service as a necessary war measure. Accordingly in co-operation with the Legislative Drafting Department of Columbia University, a comprehensive bill, providing for a National Employment Service was drawn up and submitted to the U. S. Department of Labor. It received their approval, and was also adopted by the American Association for Public Employment Offices. The bill will be introduced at the next session of Congress.

FIRE INSPECTION

Early in July, at the request of the State Defense Council, the Committee organized a Bureau of Fire Inspection in charge of Mr. F. J. T. Stewart, of the New York Board of Fire Underwriters, for the

purpose of making a continuous inspection of fire hazard in all food warehouses and plants working on government contracts. Mr. Stewart has volunteered not only his service, but those of about 25 trained inspectors working under him. The work which has been done is of a most excellent character. 750 personal inspections have been made up to the present time. In 280 of these, unfavorable conditions were found, and specific recommendations made to the plant owner. It is known that in at least 90 per cent of these the necessary corrections have been made.

Recently, as a result of his investigation, Mr. Stewart has reported that most of the private guarding schemes are inadequate, and that his inspectors have had little trouble in approaching the plant unmolested and unquestioned. He strongly recommends in view of this fact and in view of several recent fires, that uniformed guards be placed by some military authority. We took the matter up with the War Department and have been assured by Secretary Baker that it will receive immediate consideration by his military advisers. Since then we learn that the most important plants of the water front in and adjoining New York are to receive additional military protection.

SOLDIERS AND SAILORS INSURANCE BILL

Professor Seager was several times called to Washington by the Treasury Department and by Judge Mack to confer on the Soldiers and Sailors Insurance Bill, which was passed at this last session. Some of its essential provisions are the results of recommendations made by him.

THE BOARD OF CONTROL OF LABOR STANDARDS FOR ARMY CLOTHING CONTRACTS

During the summer complaints came to this Committee to the effect that contracts for Army clothing were not only being let under bad labor conditions, but that in the placing of these contracts, New York was being definitely discriminated against. An investigation sustained these complaints and the matter was, on the recommendation of the Committee, taken up with the Secretary of War by Mr. Chadbourne, and finally by the Mayor. As a result, Secretary Baker appointed a committee of three, authorized to supervise all Clothing Contracts which were let and empowered to veto any where conditions of labor were unsatisfactory as regards hours, wages, etc.

MEDIATION AND ARBITRATION

At the request of the Mayor the Committee has been instrumental in bringing about a satisfactory settlement in several recent local strikes. At the time of the Longshoremen's strike, we assisted the Federal Commission sent here for purposes of arbitration. During the milk strike the Secretary worked with Dr. Henry Moskowitz, Commissioner of Markets, who was acting as Mediator. A most satisfactory agreement was reached.

In the recent butcher's strike we brought arguments to bear which has resulted in practically all of the strikers returning to work.

BRITISH MINISTRY OF MUNITIONS

During the last month the Committee has been especially active in helping to plan for the recent conferences with the special Mission from the British Ministry of Munitions. While the task was one which demanded the efforts of the entire force of the general Committee, their visit came particularly within the industrial field, and practically the whole of the Secretary's time was given to it.

CO-OPERATION WITH THE SHIPPING BOARD

At the request of the Shipping Board the Secretary recently conferred in Washington with their Industrial Service Department regarding the N. Y. shipbuilding program. We are impressed with the fact that some immediate step must be taken if the labor problem is not to handicap the whole general program. Tentative suggestions including the organization of an employers association, permanent agreements with labor officials—the use of our Employment Clearing House, training for specialized work, and necessary general publicity have been sent to Washington and we trust may be the basis for constructive work along this line.

THE NEW CHAIRMAN

The Rev. Percy Stickney Grant has recently been appointed chairman in place of Professor Seager, who resigned. John A. Fitch at Dr. Grant's request has accepted the Vice-Chairmanship.

FUTURE ACTIVITIES

Practically all of the activities of the Committee are continuous in their nature, and will be of increased importance as the war develops. Our Clearing House, while organized as an independent bureau, continually consults us on matters of policy and the effective support of this committee is essential to any enlargement of their program.

The work of the Bureau of Fire Inspection is likewise a continuous piece of work. The recommendation now in the hands of the Secretary of War will probably entail a considerable increase in its activities and responsibilities, and it is obvious that danger from fire materially increases with the number of firms doing government work.

The actual work of putting our Federal Employment Bill through Congress will not begin until the next session.

The importance of this and the amount of work involved in such an undertaking are plainly evident.

Most important of all, however, is the development of our general industrial policy. The Committee feels that as yet this field has hardly been touched. The problems presented by the shipping board, for instance, have only recently arisen, and the field which they represent is not only vast, but one which is vitally necessary to the conduct of the war.

Labor unrest is only touched when we have acted in a mediatory capacity in individual strikes. We must, by gaining the confidence of labor leaders and the co-operation of employers, bring the two together, in not only the shipping industry, but in all other industries vitally connected with the conduct of the war.

The Committee feels that we have only just begun on this phase of the work, and that its future policy must be definitely and concretely shaped to this end.

Report of Committee on Speakers and War Instruction

ERNEST STAUFFEN, Chairman

W. FRANKLIN EDWARDS, Secretary

For the sake of clearness, I shall deal first with the formation of the Committee. An attempt was made to secure in as far as possible, men who represented parallel patriotic work and propaganda, men who could help secure lists of speakers, men who could help in the organizing of meetings and who could facilitate the rapid forming of series of meetings in schools, settlements, political clubs, etc. A representative was suggested from each borough by the Chairman of the Mayor's Committee of that borough and a representative chosen from each Allied Committee of the Mayor's Committee that would be likely to need speakers. A conscious attempt was thus made to secure a committee that would in itself constitute a clearing house.

Since July 19th, the occasion of the first meeting, the Mayor has accepted the resignation of the Chairman, Mr. George Brokaw Compton, who has gone to Plattsburg, and announced the appointment of Mr. Ernest Stauffen, Jr., as Chairman.

The work of the Committee has in the main fallen under the following heads:

1. Organizing of meetings and Campaigns and assigning of Speakers to the same.
2. Distribution of Literature on War Instruction.
3. Co-operation when asked with other Patriotic Committees and organizations.
4. The necessary office work, interviews, correspondence, etc., to co-ordinate the work in such a way as to make it effective and to avoid duplication of effort with other committees.

MEETINGS—SPEAKERS

From June 14th to October 18th inclusive, **795** speakers have been assigned to **614** meetings. This does not include separate meetings and assignments from any other bureaus in any borough except Manhattan, although speakers have been assigned from time to time to all boroughs; it does not include the speaking itineraries of ten speakers assigned the State Defense Council for Loyalty Week, September 17th to 22nd; it does not include the assignments of 200 speakers given the Liberty Loan Committee and released from our lists for the month of October; nor does it include much of the assigning done to meetings outside Greater New York at the request of the National Security League and other organizations. All such assignments would be added to the above figures and would swell the totals very appreciably. They come, however, rather under the heading "Co-operative Work," the value and appreciation of which can only be judged from the letters of thanks in our files. We have assigned speakers to twenty states in all and to several great rallies in Canada.

The meetings have been of every kind and description, indoor and outdoor, street corner, banquet, armored car, double decker bus, theatre, noonday shop and huge rally. The purposes have been as diverse, ranging from recruiting to explanations of "Why we are in the War," and patriotic propaganda, including benefits for Red Cross, War Library Bureau and Liberty Loans. Our speakers have won literally many hundreds of recruits for both army and navy. We have supplied from the first practically all the speakers for the U. S. S. Recruit which steadily has led other stations in number of recruits applying and accepted. We supplied almost all the speakers for the final drive for the 23rd Regiment in Brooklyn, when in one week 5,000 men applied, of whom 900 were accepted and the 23rd left New York for Spartanburg the largest regiment that ever entrained from the city. At the present time we are supplying speakers for three recruiting buses and bands a day on tour for the navy; supplying speakers for an Allied drive for recruits for the army; for a campaign to fill the Quartermaster's Corps and for a campaign of American propaganda among foreign born, beside meeting the demand for speakers for an increasing number of local patriotic meetings.

In the **matter of War Literature** we have distributed in all about 200,000 pieces furnished from Washington; several hundred copies of the booklet of instructions to young soldiers, compiled by Major Gen. John F. O'Ryan and others; supplied our speakers with the suggestive Hand Book of the War, published by the National Security League, and mailed to our speakers 100 copies a day of the Official Bulletin, published by the Committee on Public Information.

The responsibility of placing the Government films throughout Greater New York has also been assigned to this committee. These films show the Building of Army Cantonments, Hoover's Arm, Admiral Sims' Fleet, the Conquest of the Air, etc., etc. They are being released from Washington at the rate of two a week, and we are placing them as rapidly as possible on exhibition in Clubs, Churches, Schools and other non-commercial rallying points.

In the matter of co-operation and advice we have been constantly called upon by the following organizations and occasions: Various Allied Missions (British, French, Italian, etc.), American Midday Minute Men, U. S. Army (and Quartermasters), National Guard, Navy (U. S. S. Recruit), Marines, Liberty Loan, Red Cross, U. S. Food Administration, National Security League, American Defense Society, League of Foreign Born Citizens, Neighborhood Associations, Settlements, Churches, Schools

(public and private), Port Society, Political Clubs (for speakers on patriotic subjects), Draft Boards, U. S. Registration, State Census, Aliens, Recruiting, Factories, Banquets, Fifth Avenue Association, 4th of July, Theatres, National Special Aid Society, Militia of Mercy, Library War Bureau.

All this, of course, entails a considerable amount of office work and very many conferences and interviews, which of necessity are sandwiched in as closely as possible. This work is carried on by the secretary with the assistance of a competent stenographer; a man on part time and a stenographer for the Government Films; one volunteer on almost full time; and as many other volunteers as can be obtained from time to time; of course, the general stenographic and mimeographic machinery of the general committee are at our disposal whenever necessary.

The secretary is glad to report a splendid and constant co-operation from the various members of his committee whenever called upon; they have been most helpful with suggestions and in clearing up difficulties of various kinds. Our work just now is especially pressing on account of the great number of meetings and campaigns and on account of the change in the draft rules and the announcement of a second call for men in February.

We are being pressed to arrange at once or as soon as possible, campaigns of meetings for recruits for the navy, and also the regular army. The heads of both departments have appealed to us directly and through the Committee on Recruiting to this end. They have also enrolled among our speakers and placed their services in that capacity at our disposal. The Liberty Loan Committee, while notifying us of their great appreciation of our past aid, have stated that they expect to call upon us more than ever during their next campaign. We have already had a conference with their speaker's director looking to that end. The U. S. Food Administration have also conferred with us several times and at length looking to close co-operation in their winter and spring campaigns. Various local organizations are now calling upon us for speakers on Americanization, who can win over and convince the alien or those with alien tendencies. Much work remains to be done along this last line. It is the place where the best brains should work during the coming month.

There is much that could be done to enhance the effectiveness of our work.

1. Classes might be conducted for the training of younger speakers—not in oratory of course—but in the real principles for which the nation stands and in the handling of a heckling crowd.
2. A weekly or semi-monthly news letter to speakers would be of great value.
3. The work of the various boroughs should be strengthened within the borough, while a considerable amount of work can be done from one central office. New York as a whole, is too vast and complex to be adequately served by any central patriotic committee without strong borough committees who understand the difficulties and problems of their own Communities.
4. But most pressing of all, more real propaganda work should at once be undertaken to counteract the work of enemy aliens and to win over to a real American viewpoint those or our number who seem to be lacking in respect for things American, and for the honor of the nation. This can be done, I believe, in a very great majority of cases if handled rightly.

These are only a few suggestions looking to improvement.

Report of the Committee on Hospital and Medical Facilities

S. S. GOLDWATER, M. D., Chairman

J. J. WEBER, Secretary

The Committee on Hospital and Medical Facilities began its work by creating a central committee of twenty-one members representing the principal hospitals in the City, with Dr. S. S. Goldwater as Chairman and Mr. Joseph J. Weber as Secretary. In order to secure the co-operation of the hospitals throughout the City, a Council of Associated Hospitals was organized. This Council comprises representatives of all the hospitals in Greater New York with a capacity of one hundred or more beds.

The Committee's first piece of work was to make a comprehensive survey of the emergency ward beds in public and private hospitals which could be placed at the service of the U. S. Government. The information gathered by this survey was carefully classified, tabulated and sent to the Army and Navy Departments, the American Red Cross, and the Council of National Defense.

A sub-committee on Nursing, in co-operation with the New York County Chapter of the American Red Cross, standardized the training of volunteer nurses' aides for service in home hospitals. These standards received the approval of the American Red Cross.

Because the limited facilities at the Brooklyn Navy Yard for the care of cases of contagious diseases were early exhausted, the Navy Department appealed to this Committee for additional facilities. Through the Committee the contagious disease hospitals of the New York City Department of Health were placed at the service of the Navy Department.

Through the efforts of the Committee, a number of volunteer physicians were furnished the British Recruiting Mission to assist in the examination of British recruits.

The Committee has acted as a clearing house for the Bureau of Health and Hospitals of the Adjutant General's Office, and has furnished that Bureau with information regarding the New York hospitals.

The Committee has called the attention of the Board of Ambulance Service to the need of very definitely organized ambulance service throughout the City for the transportation of returned sick and wounded

soldiers and sailors, and has received the assurance of the Board of Ambulance Service of their co-operation and of the possibility of focusing, at a given point, whatever ambulances may be needed to meet the emergency.

At the request of the U. S. Navy Recruiting Station, the Committee has collected information from a number of hospitals as to their willingness to receive promising recruits for the treatment of minor physical defects which, if corrected, would make them eligible for service.

With a view to profiting by the experience of Canada in the care of returned disabled soldiers, the Chairman and the Secretary of the Committee made a visit to Toronto for the purpose of studying the military hospital situation there.

Last summer the Committee carried on a successful agitation for the temporary exemption of second, third and fourth year medical students and hospital internes, in the interests of the Army no less than of the civilian population.

The Committee, after receiving the sanction of a majority of the hospitals comprising the Council of Associated Hospitals, entered into an agreement, as the representatives of those hospitals, with the Navy relative to rates of payment for enlisted men and officers.

The Committee has sent a circular letter to all the medical schools of the country for the purpose of ascertaining the effect of the Selective Draft Law upon the enrollment of first year medical students. The information gathered shows that, contrary to expectations, the schools with some few exceptions, have a larger enrollment of first year students than usual. The Committee feels that all the men who have just entered medical schools, following one or more years of special preparation for their medical studies, should be kept at their studies until they graduate; and should they begin to be called in large numbers for the second contingent of the National Army, the Committee plans to make an effort to secure their temporary exemption inasmuch as it feels that an uninterrupted supply of medical graduates is a military no less than a social necessity.

Report of Committee on Aliens

ARCHIBOLD E. STEVENSON, Chairman

JOSEPH E. SEE, Secretary

The Committee on Aliens submits herewith a report of its work since its organization on the 14th day of May, 1917:

The Committee found the whole field of alien supervision and regulation uncharted at the time. About ten days after the formation of the Committee, preparations were made to acquaint aliens with the meaning of the draft registration and their duties in connection therewith. On the evening of June 4th, about two hundred meetings were held under the auspices of the Committee throughout the districts where there were large numbers of alien residents. Two or three speakers were assigned to each meeting to explain the meaning of the Registration Act and the duties of aliens in connection therewith. These meetings contributed in large measure to the quiet and orderly registration that followed.

REGISTRATION OF ENEMY ALIENS

Simultaneously came the order of the United States Marshals, under the President's Proclamation, requiring the registration of all enemy aliens and the issuance of permits to them. The Committee believed that assistance in carrying out this function of the marshals would give them advantageous knowledge of alien needs. It became known that at the Committee's office assistance would be rendered in making out applications for permits. Thousands of enemy aliens took advantage of the assistance offered.

EMPLOYMENT OF ALIENS

This work was hardly completed when Marshal McCarthy issued an order forbidding enemy aliens to be employed on piers or on the water front. During the registration many enemy aliens were found to be unemployed. It was considered wiser to find employment for these men. The marshal's order, forbidding these men to be employed on piers and on the water front, threw a number of others out of employment. The Committee placed its own agent in the office of the State Employment Bureau in Brooklyn, and brought about co-operation with the Employment Bureau of the Mayor's Citizens Advisory Committee. A number of enemy aliens were diverted from positions that were undesirable from our point of view, to positions that were safe. A certain amount of following-up was done to make sure that men were not idling, and persons who passed through our agencies who seemed suspicious or unwilling to work were reported to the proper authorities.

ASCERTAINING THE ATTITUDE OF FOREIGNERS

At the same time it became apparent that we needed to know what the alien populations in the city were saying among themselves, what they were thinking about, what kind of propaganda was being fed to them, what their opinions were on their relations to America, and their attitude toward the War. The Committee felt certain that its duty lay in the direction of strengthening and assuring the loyalty of all the various alien populations of the city. It therefore undertook to maintain a system of reading and translation of editorials and news articles in the foreign language press. The Yiddish, Italian, Spanish, German, Magyar and Greek newspapers were regularly read and translated. The service proved to be of such value that the Committee on Public Information in Washington has made use of the Committee's service, and is regularly supplied with material which the Committee finds from day to day. From time to time pamphlets have come into the hands of the Committee which it has had translated. We have also

kept in touch with the trade union organs, and gotten the point of view of trade union organizations through their press. Supplementing this translation service we have had a systematic method of following up street and hall meetings all over the city, and were able to attend the organization meetings of various organizations unfriendly to the conduct of the war, and to report thereon to the proper authorities. These meetings also have been of value to us in indicating the trend of thought.

INVESTIGATIONS OF SUSPICIOUS ALIENS

Investigations of specific cases of suspicious aliens and the verification of addresses given in applications for permits have been made. We have also co-operated closely with that branch of the City Police Department having in charge the matter of alien supervision. We have kept a careful record through the co-operation of the Magistrates' Courts, of cases brought before the City Magistrates of disorderly conduct either by participation in or interruption of street meetings.

AIDING IN INDUSTRIAL PROBLEMS

Finding through our translation service and also through meetings and conferences that much alien unrest during the summer months was caused by employment conditions, especially those existing in the garment trades, a closer inspection revealed to us that the high cost of living and the inability to find employment were the vital circumstances contributing to this unrest. Further investigation revealed injustice of a gross character in the manufacture of army uniforms on which many of these people had been employed. We participated in a number of conferences, co-operating with the Committee on Industry and Employment of the Mayor's Committee on National Defense, with the Manufacturers' Association and the Trades Unions involved, and were instrumental in bringing about a speedy remedying of the condition.

FIRE PREVENTION

We issued a letter to industrial plants of the City of New York, calling attention to the special need for fire prevention at this time, and secured the co-operation of the Bureau of Fire Prevention of New York City in issuing a series of special instructions for various industries. This work was later turned over to the Committee on Industry and Employment. The response to our suggestion that additional fire precautions were necessary was immediate and cordial.

AIDING THE FOOD CAMPAIGN

During the summer we were able to co-operate with the City Canning Kitchen, which was run under the auspices of the Mayor's Committee of Women. Many groups of alien women were brought into the kitchen, learned there the use of new foods, and received valuable lessons in cleanliness and food conservation. They were repaid for their labor in connection with the kitchen by supplies of canned food for the winter, beside having the continuous privilege of purchasing food at very low prices. At the time of securing the signatures to food pledges, the Committee was active in obtaining the signatures of alien women, and outlining methods by which these could be most effectively obtained.

CO-OPERATION WITH THE RED CROSS

Believing that the psychology of alien women in relation to the war will be greatly improved by activities directly connected with its conduct, the Committee undertook, in co-operation with the New York County Chapter of the Red Cross, and the Association of Neighborhood Workers, and various individuals, the formation of Red Cross Auxiliaries in alien neighborhoods. These have been most successful, and a number have been established in various neighborhood houses and some in factories, with the result that very nearly a thousand women and girls, otherwise inactive and uninterested in the war, have been engaged in service for the Red Cross.

FURNISHING DRAFT INFORMATION

The Committee found much misunderstanding and much need for accurate information concerning the draft laws. Recommendations were made to the Department of War looking to the establishment of authentic information bureaus that would meet the need as the Committee saw it. The result has been the establishment of an Information Bureau at the Mayor's Committee on National Defense, which is conducted jointly by the Mayor's Committee and the American Red Cross. The Committee has, however, conducted information bureaus at two neighborhood houses in alien neighborhoods, where information concerning the draft, naturalization, citizenship, educational opportunities, employment, etc., has been furnished aliens applying.

CENSUS OF ENEMY ALIENS

The Committee also undertook a census of enemy aliens employed in office buildings in the lower part of the city which had a view of the water front. This was completed and turned over to the authorities who could make best use of it.

EMPLOYMENT ACTIVITIES

The recent orders of the marshals, again removing enemy aliens from the water front, especially in Brooklyn, have revived the employment activities of the Committee. The establishment of the Employment Clearing House under the joint auspices of the State and the City has been of great service at this time. Hundreds of men have been given new positions of safety, and employers who have been deprived of their services have been furnished with help. Through this work we are able also from time to time to locate men who have not secured their permits and report them promptly to the Marshal.

OPPOSITION TO ALIEN INSURANCE

An important activity of the Committee has been the investigation of the relations of enemy and allied enemy insurance companies, and a determination of their relation to and effect upon the war. Reports upon this subject have been made by the chairman, who has also appeared before the Secretary of the Treasury in Washington in opposition to the licensing of these companies under the Trading with the Enemy Act.

AMERICANIZATION THROUGH EDUCATION

Through our attendance at meetings and our translation service, and our general touch with the alien neighborhoods of the city, it has become apparent that the remedy for disaffection lies in a propaganda of counter-education. Conferences with influential leaders of various groups in the alien communities, such as newspaper editors, writers and thinkers, have convinced the Committee that a broad educational propaganda in connection with public schools and all social agencies of the City was necessary. This was projected on July 15th. Its objects were:

- (a) To extend and add to the attendance of public day and night schools.
- (b) To socialize the night schools.
- (c) To counteract the propaganda among aliens by setting up a definite educational program to meet it.

These objects are attained through the following activities:

1. THE SCHOOLS

- (a) Open day and night school classes for the handling of foreigners wherever needed.
- (b) Open annex classes in shops, stores and factories, and furnish teachers when proper application is made.
- (c) Open community centers and appoint community workers.
- (d) Ask an appropriation of \$100,000 for carrying out these activities in schools and factories.

2. THE EMPLOYERS

- (a) The Committee has organized co-operative effort through its committees appointed by the Merchants' Association, the Fifth Avenue Association, the Chamber of Commerce, the General Contractors' Association, the Master Builders' Association, the Master Painters' Association, the Brooklyn Civic Association, Hotel Men's Association, etc.
- (b) Distribute slips in pay-roll envelopes; send personal letters to members, urging co-operation with the Mayor's Committee on Aliens.
- (c) Conduct activities suited to their group needs.

3. LABOR ORGANIZATIONS

- (a) Through the locals of the A. F. of L., the American Alliance for Labor and Democracy, and the Internationals, urge the attendance of the foreign born at night schools and co-operation with the Committee.

4. COMMUNITY, NEIGHBORHOOD AND SETTLEMENT HOUSES, CHURCHES, SYNAGOGUES AND CLUBS

- (a) Organize and conduct classes in their respective organizations.
- (b) Co-operate with the Committee in placing volunteer workers.
- (c) Conduct lectures, talks and clubs.
- (d) Open information centers.
- (e) Conduct neighborhood meetings in groups, enlisting social workers and foreign leaders to carry out the program.

5. FOREIGN SOCIETY AND PRESS

- (a) Organize racial groups to assist Committee. (They have already been organized in Italian, Polish, Yiddish, Japanese, Slovak, Bohemian and Armenian.)
- (b) The League for Foreign Born Citizens is co-operating.

6. NATURALIZATION AGENCIES

- (a) Cordial relations have been established between the Bureau of Naturalization and the educational work of the Committee, with frequent conferences with Chief Inspector C. O'Cowley.

7. EDUCATIONAL INSTITUTIONS

- (a) Offer courses in training for the community workers and teachers. Proper arrangements have been made with Teachers' College, People's Institute, N. Y. U., the School of Philanthropy. (The People's Institute has conducted a class for 150 community workers, beginning October 1st and closing November 1st. Many of those who took the course are now at work.) Intensive work is continued with those who desire special forms of work.

8. WOMEN'S ORGANIZATIONS

- (a) Many women's organizations are sending volunteers to our Volunteer Secretary, and such organizations as the State Defense Committee, the League for Political Education, the Woman Suffrage Party, the Neighborhood League of America, etc., are co-operating with the Committee.

9. RELIGIOUS ORGANIZATIONS

- (a) Publicity and Organization of Classes.
- (b) Federal Council of the Churches assist actively in bringing the program to the attention of their members.

10. FRATERNAL ORDERS AND LODGES

- (a) Many orders of the foreign born, such as the Sons of Italy, Y. M. H. A., Polish National Alliance, have promised co-operation with the Committee in extending its message.

11. CIVIC ORGANIZATIONS

Many civic organizations, such as the American Boy Scouts, the American Girl Scouts, Brooklyn Merchants' Club, Children's Aid Society, Society for the Welfare of the Jewish Deaf, National Civic Federation, have been in active co-operation with the Committee through various forms of service.

12. VOLUNTEER SERVICE

Since the second week in September about four hundred volunteers have registered in this office, and about one hundred and fifty are being trained (through the Mayor's Committee) at the People's Institute. Of those registered in this department, virtually all come under the following classifications:

1. Club Leaders.
 - (a) Citizenship.
 - (b) Civics.
 - (c) American History.
 - (d) Current Events or Americanization work of any kind.
2. Teachers of English to Foreigners.
3. Public Speakers.
4. Organizers.
 - (a) Forming groups in factories for the study of English.
 - (b) Forming groups in women's clubs for the teaching of English.
 - (c) Organizing patriotic entertainments at settlements and evening clubs.
 - (d) Organizing new community centers.
5. Singers and musicians of all sorts.
6. Clerical workers for patriotic service.
7. Athletic Instructors, and instructors in military drill.
8. Community Visitors.
 - (a) For attendance in night schools.
 - (b) Forming Mothers' Clubs.
 - (c) Food Drive.
 - (d) Forming Civic Clubs.

Besides the training received at the formal schools, the Secretary has been able to send volunteers to the following places for quick informal training:

1. City History Club (for Civics.)
2. Neighbor's League of America (for teaching English to foreigners.)
3. A newly organized class at the Ethical Culture Society which is training women to teach citizenship.

This department has given to some half dozen women's clubs and Young People's Leagues, offering specific advice how to organize their volunteer service along Americanization lines.

The volunteers are still coming in and are being distributed over the city.

With the limited financial resources at its disposal for the work, the Committee feels that much has been accomplished in its several fields of activity, and that it has already contributed substantial assistance to the cause of National Defense.

Report of Committee on Organizations

GEORGE T. WILSON, Chairman

W. L. RANDALL, Secretary

OBJECT—ORGANIZATION

The Committee on Organizations was formed soon after the Mayor's Committee got under way with George T. Wilson, Esq. as Chairman. This was accomplished at a meeting of representatives of a large number of organizations called by the Mayor on April 23, 1917. There followed the appointment of a Committee on Plan and Scope, and subsequently a Committee on Administration.

The aim of this Committee was to affiliate with the Mayor's Committee on National Defense not only patriotic organizations, but all others desiring to be of service in the war, co-ordinate their activities, and from time to time indicate the channels in which their energies could be most effectively employed.

As worked out in practice, the functions of the Committee on Organizations have been four-fold: (1.) To enlist and index organizations; (2.) To co-operate with patriotic bodies; (3.) To employ the energies represented by the affiliated organizations in war work; (4.) To investigate and report on new war organizations.

Only men's organizations have been approached by this Committee, women's societies being taken care of by a similar Committee of the Mayor's Committee of Women. In response to letters sent to numerous men's clubs, societies, etc., two hundred and four have allied themselves with us, providing data regarding their officers, objects and war activities. This information has been indexed under subjects, so this Committee can get in touch at a moment's notice with organizations equipped and willing to participate in war service along many different lines.

The bodies affiliated with this Committee comprise clubs, social and political; associations of business men, lawyers, engineers and representatives of many other vocations; trade and professional associa-

tions; patriotic, musical, fraternal, agricultural, medical, civic and other associations. The diversified nature of the patriotic service offered by these organizations is indicated by the headings under which they are indexed, as follows:

Accounting	Draughting	Military organization
Advertising	Engineering	Public speaking
Automobile driving	Engine driving	Policing
Building	Farming	Printing
Clerical work	Investigating	Relief work
Carrying messages	Interpreting	Recreation for soldiers
Census taking	Instruction	Recruiting
Copying	Motorcycle driving	Sewing, etc.
Automobiles	Horses	Telephone operating
Boats	Hospital supplies	Typewriting
Bicycles	Legal advice	Telegraphing
Camp sites	Labor	Translating
Medical aid	Meeting places	Sites for convalescent homes
Music	Motorcycles	Trucks
		Tools

A list of the organizations affiliated with this Committee is attached to this report.

CO-OPERATION WITH ORGANIZATIONS

Some instances of co-operation with patriotic and other organizations are listed below:

Aided War Department Commission on Training Camp Activities, now known as National Service Commission, with information about organizations and other matters.

Assisted Friendly Aid Society in obtaining entertainers for soldiers.

Helped Chelsea Neighborhood Association in mapping out its war activities.

Provided two thousand soldiers to sing at Song and Light Festival of Community Chorus (in co-operation with the Recruiting Committee.)

Assisted American Alliance for Labor and Democracy in getting an audience for rally on September 15th.

Furnished list of civic organizations and other material to the Broadway Association.

Gave information regarding our work and other matters to the Merchants' Association.

Helped Municipal Market Commission to arrange for a food hearing.

Assisted Liberty Loan Committee in the following respects: Conducted a reception by the Mayor at the City Hall to the Liberty Loan Committee, including a parade with military and naval escort and bands, singing by school children, decorations, etc., and a turnout of distinguished citizens; helped with suggestions and information on Liberty Loan Parade; also distributed five hundred tickets for grandstand; obtained participation of organizations in poster distribution and the placing of street banners; helped to get location in Central Park for exhibition of captured German submarine; co-operated with members of the Committee in very many smaller matters.

Aided the representative of the National Food Administration in obtaining park sites for food bulletins in Central Park, Bryant Park, City Hall Park, in front of the Library, at 34th Street & Park Ave., Borough Hall Park, Brooklyn and elsewhere.

PARTICIPATION OF ORGANIZATIONS

Some cases in which organizations have been enabled to participate in patriotic activities are as follows:

Certain foreign organizations asked to aid Committee on Aliens in Americanization work, also other organizations requested to help this Committee at various times in special activities.

All our organizations invited to attend a patriotic rally on October 5th, and tickets sent to them.

All our own organizations and many others circularized for the Government film service.

Send-off for men of the National Army arranged through this Committee. This took place on Sept. 4th. Representatives of our affiliated bodies were called together and appointed a Committee of which William Fellowes Morgan was Chairman, to carry out the tentative plans presented at the meeting. Through sub-committees on parade, decorations, churches, entertainments, etc., a program was arranged which consisted of services in the churches, synagogues and temples on the Saturday and Sunday previous to National Army Day; a parade up Fifth Avenue in the morning of that day, which attracted as much attention as the big National Guard Parade of only a few days before; a ball game at the Polo Grounds in the afternoon at which there were special features to entertain the selected men and lunch was served to them; entertainments in the evening in various churches, club houses, etc., throughout the city. Through the efforts of this Committee, similar parades were held in Brooklyn and the Bronx. On that day every selected man was provided with a brassard by this Committee.

Reception given to the Southern Commercial Congress and diplomats of allied nations. This reception, which took place on October 16th, was entirely in the hands of this Committee and comprised a military and civic parade from the Battery to the City Hall; the elaborate decorations at the City Hall; and the reception inside the City Hall by the Mayor and a Committee of distinguished citizens.

CONTINUING AND PROJECTED ACTIVITIES

Because the work of enlisting organizations came on the eve of a political campaign, the results were not as great as they might be. At this time it is possible to enlarge the membership of this Committee to include certainly seventy-five per cent of all organizations in New York City. A canvass is now

under way among lodges, political and social clubs, church organizations, etc., etc., which is expected to develop wide interest in the work of the Mayor's Committee on National Defense toward helping along the war. Plans are also on foot for closer co-operation among patriotic organizations along similar lines; also for linking up various bodies with such activities as those of the American Defense Society; the Red Cross; National Service Commission and the U. S. Public Service Reserve, the last named being a Government agency, which aims to obtain and file the name of every man who desires to serve the Nation and his capabilities for doing so. There is a big field for patriotic service, also, in interesting these organizations of ours in the great movements of the Government, such as conservation of food and fuel; likewise in the movement to combat the spread of German propaganda.

Another means for using these organizations has been worked out in the shape of supplying every soldier at the Front with a correspondent at home. The idea is to obtain through the organizations lists of members who desire to write to soldiers and put them in touch with the men on the other side.

COMPLETE LIST OF ORGANIZATIONS UP TO NOV. 15, 1917

American Red Cross	Court Attendants Mutual Benefit Association
American Defense Society	Crescent Athletic Club
Automobile Club of America	Catholic Club
American Society of Mech. Engineers	Columbia University Club
American Society of Refrigerating Engineers	Committee of National Defense of the American
American Alliance for Labor and Democracy	Institute of Electrical Engineers
Association for the Improved Instruction of Deaf	Calumet Cyclers
Mutes	Church Club of New York
Advertising Club	Compressed Air Society
American Committee on the High Cost of Living	Civil Service Reform Association
American Clothing Manufacturers' Association	Chelsea Neighborhood Association
Association for the Prevention and Relief of Heart	City Club of New York
Disease	Alliance Francaise of New York
Art Alliance of America	American Juniors
Aeronautical Society of America	American Federation of Catholic Societies
American Museum of Safety	Clothiers Association of New York
Associated Traveling Salesman of New York	Cornell University Club
Arkwright Club	City Athletic Club
Aldine Club	Calumet Club
American Institute of Social Service	Camp Fire Club of America
Aero Club of America	Down Town Association
American Guild of Organists	Deutscher Liederkranz
Alliance Israelite Universelle	Freundschaft Society
Arion Society	Federation of Hebrew Retail Grocer Association
American Association of Woolen and Worsted Mfrs.	Federation of Churches
Architectural League of New York	French Institute of the U. S.
American Jewelers Protection Association	Federated Civic Association
American Committee for Armenian and Syrian	Fifth Avenue Association
Relief	Fire Brokers Association of New York
American Association of Wholesale Opticians	Engineers' Club
Architectural Iron and Bronze Manufacturers	Grolier Club
Association of American Embroidery and Lace	General Society of Mechanics and Tradesmen
Manufacturers	Gedney Farms Country Club
Amateur Athletic Union of U. S.	German University League
Aschenbroedel Verein	Harlem Board of Commerce
American Engineering Service of the Engineering	Hudson River Yacht Club
Council	Hungarian Relief Society
American Rights League	Hebrew Association for the Blind
Builders Protective Association	Humanitarian Cult
Bohemian National Alliance	Hamburg Commercial Association of 1858
Bohemian American Press Association	Harlem Yacht Club
Bankers' Club	Holland Society of New York
Brooklyn Engineers' Club	Highland Nature Camps
Brooklyn Civic Club	Hamilton Club
Boy Scouts of America	Harvard Club of New York City
Brewers Board of Trade	Hardware Club
Blooming Grove Hunting and Fishing Club	Knickerbocker Club
Bureau of Philanthropic Research	Lotos Club
Brooklyn Club	Lambs (The)
Beta Theta Pi Club of N. Y.	League of Catholic Societies
Bronx Church House	Life Underwriters' Association
Building Trades Employers' Association of the	League of Greek Liberals
City of New York	Lutheran Emigrants House Association
Broadway Association	League of Foreign Born Citizens
Canadian Club of New York	League to Enforce Peace
Century Club	Manhattan Club
Chamber of Commerce of the U. S.	Montauk Club

Metropolitan Club	Recess Club
Metropolitan Association A. A. U.	Rocky Mountain Club
Madison Square Boys' Club	Republican Club 19th A. D.
Morningside Athletic and Social Club	New York Athletic Club
Metropolitan Yacht Club	New York Peace Society
Marine and Field Club	New York Lumber Trade Association
Merchants' Club	New York Greek Society-Vryseon
Military Training Camps Association	New York League for the Hard of Hearing
Military Engineering Committee	New York Business Publishers Association
Merchants' Association of New York	New York Society for the Suppression of Vice
Masonic Club of the City of New York	Rubber Trade Association of New York
Motion Picture Board of Trade	Railroad Club of New York
Manhattan Civic Association	Russian Immigrant Society
Machinery Club	Rotary Club
New York Musicians' Union	Republican Club, 16th A. D.
National Association of the Friars	Russian American Relief Association
National Patriotic Song Committee	Republican Organizations Club
New York Community Chorus	Salmagundi Club
New York Young Republican Club	Society of Naval Architects and Marine Engineers
New York Board of Jewish Ministers	Shirt Manufacturers' Protective Association
New York Boat Owners Association	Sons of the American Revolution
Illuminating Engineering Society	St. Nicholas Club of the City of New York
Immigrant Publication Society	Societe Culinaire Philanthropique
Institute for Public Service	Silk Association of America
India House	Transportation Club
Jewish Agricultural and Industrial Aid Society	Technology Club of New York
New York Society of Architects	Trade Publication Defense Committee
New York Electrical Society	Travel Club of America
National School Camp Association	Travelers Aid Society of New York
National Security League	Union Club
National Arts Club	United Swedish Societies of New York
National Wholesale Grocers Association	United Hospital Fund of New York
National League on Urban Conditions among Negroes	United Irish Counties Association
National Democratic Club	Union League Club of New York
National Commercial Gas Association	University Club
National Retail Dry Goods Association	University Club of Brooklyn
Nonpareil Rowing Club	Vatel Club
Ohio Society of New York	White Rats Actors Union of America
Progress Club of the City of New York	Whist Club
Publishers Association	Whitehall Lunch Club
Peoples University Extension	Williams Club of New York
Society of New York	Wholesale Shoe League
Purchasing Agents Association of New York	West Side Club
Prison Association of New York	Workers Amusement Club
Printers Club of New York	Young Men's Hebrew Association
Preparedness League of American Dentists	Young Men's Hebrew Association of Washington Heights
Point Yacht Club	Yorkville Centre Club
Polish National Alliance Immigrant Home	Yale Club
Pan-American Society of the U. S.	Yorkville Social Center
Princeton Club of New York	

Report of the Film Bureau

G. OSGOOD ANDREWS, Manager

The very recent addition of the Government Film Service to the activities of the Mayor's Committee on National Defense does not permit of a lengthy resume of the work performed.

On October 8th last the Mayor's Committee on National Defense entered into an agreement with Mr. Charles P. Watson, manager of Distribution division of Films of the United States Government for a weekly service of three reels of "Official United States War Films" per week for a period of ten consecutive weeks at a cost of \$300 per week, such service to begin on October 15 and terminate on December 17, the purpose of such agreement being to co-operate with the Government in the proper distribution of the pictures and determining when, where and how they might be most instrumental in stimulating patriotism and disseminating authentic information pertaining to the Government work in the war.

My appointment to the managership of the Service dates from October 19 last, and actual work was begun on October 22. Since that time this department has been organized, newspaper publicity obtained, various forms of letters compiled and sent out, and methods essential to the proper conduct of the service systematized, while business to the extent of \$1025. has been booked, at an exhibiting cost of \$450.

As an instructive and patriotic entertainment the War pictures are well adapted to the spirit of the time, while the small charge made to cover our outlay does not seem prohibitive. They have been shown in many churches, clubs, lodges and organizations—speakers being provided when desired—with the

stipulation that no tickets may be sold for commercial purposes and they have been most enthusiastically received.

I have no doubt that a continuation of this Bureau, subject to certain amendments in our contract, would fulfill the purposes of our Government and prove advantageous to the public at large.

Joint Information Bureau (Red Cross)

C. E. MELLON, Manager

In accordance with your request of November 15th, the following is a report of the activities of this department.

Since the opening of the Bureau of Information on November 1st, 1917, quite a number of requests for financial aid have been brought to my attention. I have referred them to the proper local chapter of the Red Cross for investigation and what aid that organization could give them.

A number of inquiries as to the whereabouts of men in the service have been made and the desired information given out when obtained.

I have received from Washington full information in regard to the new act of Congress providing for family allowances, allotments, compensation and insurance for the military and naval forces of the United States, so that this Bureau is now in a position to answer all questions in regard to this Act. I expect to be kept informed from Washington in regard to all new regulations made in the future.

I am keeping in touch with the Local Exemption Boards and they are referring all cases for relief to me if they have no facilities to handle them themselves.

I am also in touch with a number of Charity Organizations throughout the city, and I am co-operating with them in the matter of relief.

This Bureau expects to receive, in the near future, casualty lists from the headquarters of the Red Cross at Washington. I believe steps have already been taken by the Red Cross authorities in regard to receiving these from the War Department.

Report of the Transportation Department

EDWARD B. COCHEMS, Manager

The work of this Department originally began with the Loyalty Pledge Campaign last February. It was found necessary to provide vehicular service to distribute and collect large quantities of pledge blanks sent to and taken from all parts of the City. This campaign was followed by the establishment of the Recruiting Committee at the same address.

It was again found necessary to provide similar service for the distribution of thousands upon thousands of posters, as well as to provide this service in connection with the work undertaken for the "Wake Up America Parade." The various committees placed over 28,000 posters in every Borough in the City from 9.30 A. M. until 5 P. M. on that day. Two hundred eighty-seven (287) automobiles were secured to take part in the "Wake Up America Parade" as well as trucks for floats, trucks and busses for every purpose.

Incidentally it supplied many patriotic organizations with speakers. In fact, this is the origin also of the Speakers' Bureau of the Mayor's Committee. The Speakers' Bureau was made a separate committee owing to the volume of work of the Transportation Department.

Many cars were provided for outdoor speaking for the purpose of securing recruits for the various branches of the service. For this work we averaged from twelve to thirty-five cars a day as long as the campaign lasted.

The transportation work was finally recognized by making it a department which included a speakers' bureau from about May 14th to about the middle of June. A basic list of speakers, comprising from about 1,200 to 1,500 names, including men and women and speakers who were capable of talking in various languages and who represented all political parties, was indexed and alphabetically arranged. Data concerning the particular subjects and the strength of the speakers was noted on these cards. The department was of considerable aid to the first Liberty Loan Campaign, by sending speakers, as well as for all great patriotic drives in the Greater City and its vicinity. We provided three hundred fifty-seven (357) speakers for the Aliens Committee of the Mayor's Committee for the purpose of explaining the purposes of the Federal Draft which took place on June 5th. These men spoke in the districts where the foreign element resided the night before registration. A great number of cars were also arranged for besides 41 speakers for the Bronx Committee and 31 cars for the following day.

The Department provided eighty-seven (87) cars for Edward F. Boyle, President of the Board of Elections, who was in charge of the Federal Draft Registration. These cars reported at 7 A. M. and worked until 9 or 11 that evening, distributing blanks and providing facilities for rapid work on the part of the inspectors who reported in all parts of the City. For the above work we had but two days' notice.

The Transportation Department started without the name of one owner of an automobile, truck or bus, but rapidly laid the foundation for a list of automobile, truck, bus, van and taxi owners that completely covered the vehicular service of the City. We now have a list of 90,000 owners of pleasure cars, 5,000 owners of vans through the Van Owners' Association, over 10,000 trucks of all tonnage, the United Motor Truck Club, representing 5,000 trucks, all the sight-seeing and taxi companies. Many of the war service organizations had established transportation departments, but admitted that they had made a failure of it, and consequently appealed to this Department and received their service directly from the Mayor's Committee. Many of the larger transportation units of the City will not provide service unless it comes through this Department.

Calculating the work done on a modest rental value, the records of this Department show that in the past six months it has secured free of charge over \$250,000 worth of free service, and has served over

60 patriotic and war service organizations, as well as recruiting stations representative of every branch in the United States Service, besides numerous branches of many organizations. In all we have served over 200 different units of this kind.

We have been given entire possession of about ten automobiles, as well as having received about \$2,500 in cash donations in lieu of automobile service to be applied for that service.

It seems that the Federal Government does not customarily, in the course of its recruiting services, provide transportation facilities or the funds necessary to provide them. For this reason it is absolutely necessary for these various Recruiting Stations, etc., to demand a great deal of this bureau. It seems to have been proved essential for the carrying out of any propaganda, program or campaign, such as the first or second Liberty Loan Campaign, the Red Cross, the National Food Committee, the Recruiting and other major Federal campaigns to have vehicular service. For example: it would have been impossible for the Recruiting Committee of the Mayor's Committee to have posted three or four hundred thousand posters without the service of automobiles that were donated. It would be just as impossible for these various committees, organizations, and societies to pay for the rental of cars. It would have been a prohibitive matter.

Take for example the New York State Military Census program for the registration of people of the Greater City. They had 3,200 registration booths; had to distribute 90,000 tons of literature and collect the signed blanks each night for lack of safe places to keep them, as well as providing facilities for the rapid transportation of its numerous inspectors. This department handled that matter completely and during that period provided over \$45,000 worth of free transportation facilities, representing pleasure cars and trucks.

There is a steady and growing demand for this kind of service. Every week or two some new campaign or drive is planned which makes a special demand for co-operation from this department. The second Liberty Loan Campaign was immediately followed by the National Food Campaign for food conservation pledges. This is now followed by a recruiting drive on the part of the Naval Recruiting Stations of the City for four or five hundred firemen to be used on the transport service.

The Brooklyn Chapter of the Red Cross is also having a campaign for membership. Next week there will be a joint British and U. S. Army Campaign for recruits. We are already making arrangements for the third Liberty Loan Campaign, which is expected to begin early next year. Besides providing transportation, this department has also been called upon to provide bands and music of various kinds. We have listed practically all the bands and music organizations and societies of the City. We have helped out on all parades—the National Guard Parade, the National Army Parade, the Liberty Loan Parade, the Sun Tobacco Fund Parade and parades of similar kinds. We provided 31 bands for the National Army Parade, as well as a great number of military, naval and marine units, Boy Scouts, etc. We have been called upon to provide cars and music for the various receptions given by the Mayor to foreign delegations and missions, as well as for the Southern Commercial Congress, etc.

The advice of this department has been sought in many conferences in which plans were laid for some campaign or some patriotic or Federal activity. For example: we suggested to the Committee of the Second Liberty Loan the idea of placing windshield posters on all the cars of the City, and how it should be done, as well as what kind of paper should be used. When it was proposed to have a great British Recruiting Campaign, the question arose as to how to provide subsistence for two battalions of Canadian Kilties who were to be the chief attraction for that week's work. We got the New York Hotel Men's Association to donate the food necessary, as well as securing the cots, blankets, etc., and the 71st Regiment for sleeping quarters. This was an item of over \$2,000. We provided cots on another occasion on very short notice for the Adjutant General's office in connection with caring for drafted men who were quartered temporarily in the 71st Regiment Armory.

We secured volunteers and cars for the exemption boards. The City Canning and Drying Kitchen Committee of the Mayor's Committee was provided with trucks for over three months for the carrying of food taken from commission merchants and railroad terminals, to be canned and dried or distributed to the various charitable institutions. We provided buses for sight-seeing purposes for the benefit of the crews of various foreign battle cruisers; for men at Camp Mills, from other States of the Union; last week for the British Ministry of Munitions; carried sweaters and other goods to the camps and to the battleships leaving for foreign ports; provided cars for the inspectors to handle the transportation of the German U-Boat and the British Tank; provided for the moving at 4.30 in the morning of equipment and paraphernalia of the Second Brigade Headquarters' Troop; have taken the sick children of enlisted soldiers to the waterfront; provided music for the continuation of the patriotic musical festival; provided cars for the Surgeon-General's office of the War Department for the purpose of making a complete survey of base hospital sites in the vicinity of New York; helped to make arrangements for temporary base hospitals by using four local armories; took wounded men to the various camps; carried entertainers to the various camps for the Committee on Training Camp Activities; lighted trucks for recruiting; provided cars for the paymasters of the Brooklyn Navy Yard and the U. S. Ship "Aeolus;" transported singers and speakers to hundreds of patriotic meetings; provided trucks for conveying moving picture apparatus for the Government War Film Service; helped secure rights for various parades through the Police Department; helped to make arrangements of various big meetings of the British-Canadian and the National Service Meetings at Madison Square Garden; provided cars for the work in connection with securing funds to build the U. S. Ship "Recruit;" provided trucks, cars, buses and bands for the American Alliance for Labor and Democracy, as well as buses and bands to take the drafted men quotas from many of the 189 exemption boards; made report on possibilities of vehicular mobilization to General Eli D. Hoyle, Eastern Headquarters, War Department.

Mention is made of several of these matters merely to give an idea of the wide range of activities of this department. We have served the following organizations and committees with their numerous branches:

(A) MAYOR'S COMMITTEE ON NATIONAL DEFENSE

Finance Committee; Committee on Speakers and War Instruction; Committee on Defense and Security; Committee on Industry and Employment; Recruiting Committee; Committee on Aliens; Military Census; Committee on Hospitals and Medical Facilities; Committee on Organizations; Committee on Relief; Borough of Queens Committee; Borough of Brooklyn Committee; Borough of the Bronx Committee; Borough of Richmond Committee.

(B) MAYOR'S COMMITTEE ON WOMEN ON NATIONAL DEFENSE

Standing Committee on Publicity; Standing Committee on Food; Standing Committee on Social Welfare; Joint Committee on Industry and Employment.

(C) FEDERAL RECRUITING SERVICE

Army Headquarters; Aviation Corps; Brooklyn Navy Yard; Commander John Grady—Navy; Brooklyn Army Recruiting; Junior Naval Reserve; Marine Corps; Military Training Camp; Navy Headquarters—Commander Adams; Naval Reserves; Naval Reserve Coast Defense; Naval Militia; Quartermasters' Department; Governors Island; Quartermaster Enlisted Reserve Corps.

(D) GENERAL

New York State Military Census—all offices; Federal Registration Committee; The First Liberty Loan Committee and sub-committees; The Second Liberty Loan Committee and sub-committees; The Red Cross (5 boroughs and sub-committees) (a) Auxiliary Civilian Relief Red Cross, all boroughs and sub-committees; National Special Aid Society; British Recruiting Mission; Adjutant General's Office (189 Exemption Boards); Veteran Corps of Artillery; Militia of Mercy; Kips Bay Neighborhood Association; Bronx House; Richmond Hill House; Young Women's Hebrew Association; Little Italy House, etc.; Headquarters Troop, 27th Division; War Department Commission on Training Camp Activities, (a) National Service Club with branches, (b) Patriotic Service League.; Mid-Day Minute Men Recruiting Committee; Stage Women's War Relief; Machine Gun Company, 71st Regiment; Army and Navy Field Kit Comfort Committee; National League for Women's Service; Second Brigade Headquarters Troop; Soldiers' and Sailors' Club; French Soldiers and Sailors Club; Boy Scouts of America; Junior American Naval and Marine Scouts; Sun Tobacco Fund (a) Sun Tobacco Fund Parade under the auspices of the Washington Irving High School; Southern Commercial Congress Reception Committee; American Defense Society; U. S. Food Administration; Women's Auxiliary Naval Recruiting Committee; 23rd Regiment Recruiting Campaign; Brooklyn Navy Yard (various divisions); Board of Control War Department, inspection of war contracts and fire conditions; Naval Reserve; Surgeon-General, War Department, inspecting base hospital sites; Mayor's Food Committee; Government Film Service; Parade of Recruiting Battalion and Service Men; National Guard Parade Committee; National Army Parade Committee; Poster Committee; Cars for speakers, singers, etc., numerous patriotic meetings; U. S. S. "Granite State" Naval Reserve; U. S. S. "Recruit"; British-Canadian Madison Square Rally; The National Service Night, Madison Square Garden; American Alliance for Labor and Democracy; Evening Mail Marine and Navy Recruiting Committee; National Guard; Musical Festival Committee, Central Park; British Ministry of Munitions; Principal's Club; Officers' Reserve Corps; United Polish Societies.

A system has been developed which facilitates the work required; otherwise it could not be carried on successfully. Attached you will find time indication cards and a record card. The records as well as the time indication cards are all filed, so that at a moment's notice, it is possible to ascertain when and for how long a car is used; for what purpose and for whom it was used, as well as the name of the owner who provided the car. The description of the car, horse power, seating capacity and factory number is also indicated, so that in case of accident, all the facts necessary are at hand on which claims for the insurance we carry can be based.

TIME INDICATION CARD

My car will be available as indicated below with a check (X), regardless of weather conditions:

NOVEMBER	M	T	W	T	F	S	M	T	W	T	F	S	M	T	W	T	F	S
DECEMBER	19	20	21	22	23	24	26	27	28	28	30	1	3	4	5	6	7	8
9 a. m. to 5 p. m.--																		
9 a. m. to 1 p. m.--																		
1 p. m. to 5 p. m.--																		
7 p. m. to 10 p. m.--																		

Home Address Home Telephone.....

Business Address.....Telephone.....

Description of Car.....Seating Capacity.....

Horse Power.....Factory Number.....

The Committee will notify you before 5 o'clock of the day preceding that on which your car may be wanted.
(OVER)

(REVERSE)

I herewith volunteer my automobile with a chauffeur or myself as driver for the use of the Mayor's Committee on National Defense, or for such other purposes as may be approved by the Committee, according to the conditions noted on the other side of this card.

Signature.....

Address.....

Date.....

RECORD CARD

TRANSPORTATION DEPARTMENT, MAYOR'S COMMITTEE ON
NATIONAL DEFENSE

Name of car owner.	Telephone.	Address.
Name of committee.		
Person using car.		
Time car reported and dismissed.	Date.	
For what purpose used.		
Name of car and size.	Horse power.	Factory number.

Report of the Draft Information Bureau

WALDEMAR KOPS, Manager

The Draft Information Bureau is primarily a means of transmitting to the public information concerning the draft.

During the time of the first draft this Bureau handled an average of five hundred (500) callers, three hundred (300) telephone messages, and sent out two hundred (200) letters daily. Since its inception, it has allocated fifty thousand (50,000) various cards (recruiting, registration, etc.) to Local Boards.

In addition, it is used as a clearing house by the Adjutant General, the District Board, Local Boards, Customs House in connection with the issuing of Seamen's Certificates, and by Police Departments throughout the country.

Also it undertakes to furnish volunteer workers to local boards requiring assistance.

This Bureau likewise renders valuable assistance in connection with what are known as "hardship cases" by the local boards, all of which is set forth in greater detail hereafter.

A copy of the report for October follows. It must be borne in mind that practically all the work in connection with the first draft was completed before this period and therefore it does not really represent an average month's work. Since the new draft regulations have been published, the work of the Bureau has increased tremendously. For instance, on Wednesday, November 14th, we had over five hundred (500) callers.

Number of callers.....	834
Telephone calls.....	1036
Number of Form letters sent out.....	502
Addresses located.....	1030
Letters sent to Local Boards.....	746
Letters dictated.....	298
Recruiting cards located and sent out.....	1248
Miscellaneous:	
Cards sorted.....	208
Envelopes stamped.....	362
Letters readdressed.....	376
Envelopes addressed.....	32
Exemption Boards located.....	290

INFORMATION

The Information Bureau handles hundreds of inquiries daily, either thru personal interview or by telephone. Some of the questions most frequently asked are:

- (1) I am moving out of the city. Must I inform my local board?
- (2) I registered out of town on June 5th and now live in New York. Where must I go in case I am drafted, can I be examined here?
- (3) I was at sea, or out of the country on June 5th. Where must I register?
- (4) How do I stand in the draft?
- (5) How soon will I be called?
- (6) All kinds of questions concerning exemptions.
- (7) Can I enlist if I am drafted?
- (8) Can I leave the country for a certain length of time?
- (9) Do I need any papers before I can travel in the United States?
- (10) Do I need a passport to go to Canada, Mexico, Cuba or South America?
- (11) I have lost my registration card (Federal or State). How can I procure a duplicate?
- (12) I have been certified for the draft. How can I re-open my case?

These are only a few of the questions asked, but they convey an idea of the range of inquiries that are answered. Not a day passes but some new phase of the situation develops largely thru articles in the newspapers which result in a new series of requests for information.

ADJUTANT GENERAL'S OFFICE

The Adjutant General makes use of this Bureau in the following manner:

- (1) To allocate recruiting cards to correct local boards.
- (2) To inform local boards of men who have been discharged by the army so that they may be registered under the draft act.
- (3) Furnishing the correct local boards having jurisdiction over addresses submitted.
- (4) To allocate registration cards of registrants residing outside of the United States to the correct local boards or else to Washington, D. C.

LOCAL BOARDS

The Local Boards make use of this office as follows:

- (1) As a clearing house for correspondence between themselves and local boards outside the city.
- (2) Calling for volunteer assistance to help them in their work.
- (3) For assistance in "Hardship Cases."

DISTRICT BOARD

The District Board uses this Bureau for ascertaining the Local Board having jurisdiction over the addresses submitted.

SEAMEN'S CERTIFICATES

This Bureau is doing very important work in helping seamen straighten out their papers so that they may procure Seamen's Certificates. Sailors as a class are notoriously lax in complying with any regulations. They are also extremely careless and need someone to explain carefully and simply what is necessary to get their records straightened out. We have given this branch of our work special attention so that the ships would not be unduly delayed in sailing. Every seaman who has registered is given the correct address of his local board. Those who have not registered are sent to their local board. Most of these cases are followed up by telephone, and it is urged that the local board give them immediate attention.

The importance of this work can be best estimated by the fact that on last Tuesday not less than ninety-four (94) seamen came to see us.

POLICE DEPARTMENT

We are in continual communication with police departments all over the country who have arrested men because of their inability to produce their registration cards. On receipt of such communications we confer with the Local Board having jurisdiction over the addresses given. We ascertain if the man has registered or not, and promptly communicate with the chief of police where the man is held, giving him the information we have obtained.

VOLUNTEER WORKERS SERVICE

We have supplied the Local Boards with volunteer workers to assist them in tabulating reports of the first draft. This service is being developed with the idea of giving the local boards workers immediately upon receipt of their request to do so.

The development of this idea is taken up in more detail hereafter.

HARDSHIP CASES

"Hardship Cases" is a term that has been developed by the Local Boards to cover families of men who have been drafted and who are in need of financial assistance. These are cases that do not reflect upon the working of the Local Boards.

It often happens, owing to ignorance that the husband failed to claim exemption and the wife to sign the necessary affidavit. These cases are not only in need of financial assistance, but of sympathetic advice. We always communicate with the Local Boards and sometimes find them perfectly willing to re-open the case, providing the wife will bring sufficient proof. We are often able to advise the women how the papers may be obtained.

When we have ascertained that the Local Board is powerless to re-open the case, we notify the Joint Bureau of the American Red Cross and the Mayor's Committee on National Defense which is on this floor.

PLANS IN PROCESS OF DEVELOPMENT

Volunteer Workers

We are now developing a service whereby a Local Board can call on us at any time for volunteer workers. To that end we are making plans for five thousand (5000) volunteers and for filing them according to Local Boards.

When this plan is complete, we hope that upon receipt of a telephone communication from a Local Board to be able to go to our card index and have in our files names and addresses of twenty-five (25) volunteers residing in the immediate neighborhood of this Local Board, and have them at work within three or four hours.

SERVICE BUREAU FOR DISCHARGED SOLDIERS AND SAILORS

While the assisting of the Military Authorities in the prosecution of the war has been our chief concern, we have not overlooked the question of meeting "after-war conditions," and to that end we are carefully planning a Bureau which will be able to find employment for soldiers and sailors when they are once discharged from active service.

The outline of the plan is to secure from employers a pledge to re-employ as many of their old men as possible. Also to place those men who cannot be reinstated with their former employers owing to the act that the war has adversely affected these concerns.

Report of Publicity Department

HEBER BLANKENHORN, Manager

The Mayor's Committee on National Defense established this Department because it had to. Beyond the mere advisability of mobilizing public opinion in any sort of war work, the Committee found it absolutely necessary to utilize the newspapers. Time and again only the newspapers could accomplish what was desired, such as the sudden notification to the unmobilized National Army or calls for volunteer workers in recruiting and Americanization campaigns.

The activities of the Mayor's Committee from the publicity viewpoint fall into two general divisions: First, grappling with emergency tasks, generally involving a great number of persons; second, maintaining continuous services, as through committees, departments and bureaus. The activities of the Publicity Department are required in both divisions.

One of the emergencies, in which it was necessary to reach 40,000 men, was National Army Day. The Committee, on short notice, undertook to organize the parade of unmobilized Selected Men. To

notify these men of the invitation to march, to inform them of the assembly places, how to get their brassards, and what privileges would be theirs for the day at ball games, theatres, etc., appeal to the newspapers was the only course possible. Likewise on National Guard Send-off Day, it was suddenly decided to reserve places along the line of march for the families of the guardsmen. To inform the public of this arrangement, and to urge compliance, it was again necessary to rely on publicity.

In the emergencies connected with the registration days under both the National and State Military Laws, and the organization of the Draft Boards, the Committee's share in these tasks was facilitated by prompt and systematic connection with the newspapers. When the Committee took part in entertaining various missions, notably the British Ministry of Munitions' representatives, this department, through wide publication of the plans of the Mission, helped greatly in accomplishing the purpose of the visitors.

A typical example of the speedy effectiveness of such methods appeared when the Adjutant General's office at Albany, in preparation for the second draft, requested the Mayor's Committee to obtain civilian volunteer assistants for the local Draft Boards. This department secured such widespread publication of a call for volunteers that in a single day the local boards were swamped with satisfactory applicants. Such results are not so simple as might seem. The ready co-operation of editors in an emergency is assured only when they can deal with a publicity department whose judgment they respect and whose methods fit newspaper requirements.

The second phase of the Department's duties, that connected with the continuous activities of the Mayor's Committee, is a much more difficult matter. Ordinarily these do not make "good news." They are routine, important, but not spectacular, and yet it is necessary to keep them before the public as much as possible. Bureaus of information and supply frequently double their usefulness when able to command the newspapers, but they rarely make "good headlines." Despite this, many papers consistently carry our announcements regarding meetings, speakers, outings, investigations, recruiting office addresses and recruiting needs.

Emergencies arise also in these continuous services. In the Americanization campaign, on the eve of Federal registration, and in the early stages of the draft, it was necessary to obtain great numbers of volunteer workers quickly. This was done in part through the newspapers.

The Recruiting Committee's work is continually expanding into campaigns and drives, necessitating extra effort by this Department to obtain the necessary publicity. A great many meetings and demonstrations are "covered" by papers at our instance, no published credit being given to the Mayor's Committee.

The efforts of the Committee on Industry to effect settlements in labor disturbances, notably the Longshoremen's and Milk Drivers' strikes, were pushed to the front in the newspapers in order to make it a matter of common knowledge that the Mayor's Committee stood ready as an impartial body to mediate in labor difficulties, and particularly to mediate quickly.

Even such activities as the establishment of the employment clearing house and of the fire hazard inspection bureau, ordinarily considered very dry reading, were popularized to the best ability of this department.

The Department wishes to express its appreciation of the co-operation of the newspapers. The newspapers appreciated the establishment of the Department, because it simplified their task and insured getting accounts of the Committee's work in a shape suitable for publication. Editors showed their appreciation of the reliability of the department by the way in which they made extensive use of our statements without troubling to change or verify them.

Especial credit for establishing good relation with the newspapers is due to Mr. Maximilian Elser, Jr., who resigned the management of the department to enter the Officers' Training Camp at Plattsburg. Very effective work was also accomplished by Mr. Wayne L. Randall, who in addition to his other duties, had charge of publicity during my absence. For myself, I wish to acknowledge the helpful advice and free criticism of the heads and secretaries of all the departments, and especially of Mr. McCook, who consistently maintained the practice of inspecting all "copy" sent out.

The difficulties with which this Department struggles are often considerable. Newspapers, crowded with war news, lack space and what space they have at disposal, they aim to fill with news altogether unrelated to the war. Moreover, the importunities of many other civilian war organizations, such as the Red Cross, the Liberty Loan, Army and Navy benefits and bazaars, Y. M. C. A. and Reconstruction Funds, have made editors distinctly wary of "war activity copy," which is not in itself "good news." The Mayor's Committee, we feel, is often accorded more space than would seem to be its fair share, and on the other hand it is often unable to get printed what it feels is necessary to its work, for the reasons given above.

The Department's difficulties in this respect will increase as the war demands more and more of the energies of the whole nation. The more complicated, however, the city's war activities become, the more necessary will be intelligent publicity to help in co-ordinating and clarifying such multiplex effort.

Report of Bronx Advisory Committee

EDWARD R. KOCH, Chairman

The work of the Mayor's Committee on National Defense in the Bronx was started with the campaign for signatures to the Declaration to the President in the early spring of this year. This work was begun before the declaration of war and at a time when such patriotic work was a new idea. After this campaign had ended, the work of creating an organization to carry on intelligently work of a patriotic character was commenced in earnest.

The Bronx Division secured as clerical help an Executive Secretary, Miss Estelle M. Burrows, and a clerk, Joseph Weissman. With this staff the work in the Bronx has been carried on during the entire period of its existence since the end of the campaign for signatures to the Declaration to the President.

The Bronx office organized its own Speakers' Bureau and its own Automobile Bureau. It has also undertaken to get its own music so far as possible, and has obtained in the Bronx thousands of dollars worth of music free of charge.

We have furnished all Bronx newspapers with copy relating to our work and with other news of patriotic character. It is estimated that upwards of two million pieces of patriotic literature—posters, etc.,—have been distributed thru various agencies: including pupils of the high schools, pupils of the public schools, boy scouts, volunteer boy workers, etc.

When it became necessary to do the work on the State Census, the Bronx Advisory Committee undertook to see to it that this work as it affected the Bronx would be done by the people of the Bronx and the Chairman of the Census Committee for the Bronx was appointed by the Chairman of the Bronx Advisory Committee.

The largest part of our work has been the campaign of patriotic education which we have conducted. Almost every evening a speaking tour has been made. One or two automobiles containing one or more speakers and a bugler or cornetist has left our headquarters and toured the Bronx, stopping at three or four congested points during the course of the evening and addressing the crowds assembled.

During the early part of this work, the attention of the speakers was directed particularly to the obtaining of recruits. While latterly this particular phase of the work has not been so prominent, perhaps, it has still continued. It has been found necessary to speak in some sections of our territory very often along the most fundamental patriotic lines in order to combat what sometimes appeared to be an organized campaign of disloyalty. These speaking tours have been supplemented by talks at the theatres and the larger moving picture houses of the Bronx. Five minute talks have been delivered and we have had fine co-operation by the managers. We have addressed an average of fifty theatre audiences a week during about two and a half months. Besides these occasions, we have in many special instances furnished speakers to churches, clubs, schools and to various other organizations and for various other occasions.

In the early part of June, a Parade Day of the school children of the Bronx was arranged for by this Committee, and about one dozen separate parades were held in different parts of the Borough in which, in the aggregate, about 25,000 school children took part. Automobiles were sent to the various congested points and addresses were made to the people assembled. The children as they marched carried banners of a patriotic nature and distributed patriotic literature. Each girl was given a window card, designed by this office, to take home.

At the Evening Celebration of Bronx Day, June 21st this Committee assisted materially in arranging the program.

About the middle of July, the Kiltie Gordon and McLean Highlanders came to the Bronx under the auspices of our Committee, and paraded in two sections thru various parts of the Bronx. Speeches were made by prominent citizens of the Bronx from Fifth Avenue buses, which accompanied the paraders.

We arranged a mass meeting in Crotona Park, Borough of the Bronx on August 15th, at which it was estimated that 20,000 people were present. The unique feature of this mass meeting, which was held in the open air, was that there were four platforms on the field, each with its own speakers and entertainers.

The parade of drafted men, held in the Bronx just before the first quota was called into active service, arranged by this Committee, was very successful, about 80% of the 4800 men who had been called responding. There were two reviewing stands, one for the exclusive use of parents and the other at Borough Hall, at which the men were reviewed by Borough and County officials. On three occasions when the drafted men left for entrainment for Yaphank, send-off parades were arranged by the Bronx Committee.

The Committee also arranged a patriotic parade and mass meeting in conjunction with the Tremont Business Men's Association, which conducted a carnival in the Tremont section of the Bronx, in which several bands and patriotic organizations participated.

We have co-operated with the New York City Food Committee, with the Bronx Division of the American Red Cross and the Civilian Relief Division of the Red Cross downtown, also with the Liberty Loan Committee in its parade and otherwise, and have assisted in many miscellaneous patriotic movements. We have furnished a great deal of clerical help to the local draft boards, and on some occasions have acted as a sort of clearing house of information for them and for all branches of the military service.

Our efforts just at this time are directed toward a campaign of Americanization which contemplates the sending of speakers to every dance hall in the Bronx on every night of the week at which a dance is held, the covering of theatres as heretofore, where not covered by other organizations, church fairs, bazaars and any other occasion where a large audience can be had.

We have in the past used practically all the public officials of the Bronx and many of its prominent men, including clergymen, lawyers and business men. In order to widen the field, we have circularized the principals and teachers of the public schools of the Bronx as well as the ministers, priests and rabbis, and have invited them to assist us in our work. Many of the public school principals and teachers have had no experience in public speaking such as would fit them for our work, and in order to develop their powers we have thru the courtesy of the Y. M. C. A. established a class in public speaking, which is held every Saturday afternoon in the Bronx building of the Y. M. C. A. and which is conducted by Mr. Dale Carnegie, the instructor in public speaking of the Bronx Y. M. C. A.

We have received from Mr. McCook and Mr. Owens generous aid and co-operation at all times and this has been true of the entire headquarters staff. We have in general received the co-operation, the sympathy and the earnest support of people of all classes, ages and conditions in the Bronx, and of all those with whom we have come in contact in our work, and credit for such success as we have had is due those who have helped us so patriotically.

Report of Queens Advisory Committee

C. G. M. THOMAS, Chairman

Responsive to your request, I have the honor to submit the following report regarding the activities of the Queens Advisory Committee.

The Queens Advisory Committee organized with Mr. Walter I. Willis as Vice-Chairman, and Mr. F. E. Breyfogle as Secretary of the Committee.

The following sub-committees were appointed: Finance Committee, of which Mr. Stuard Hirschman was appointed Chairman, together with seven members of the Mayor's Committee who were residents of Queens; a Recruiting Committee, with Mr. Alfred M. Barrett as Chairman and nine other members; a Speakers' Committee, with Rev. George Drew Egbert, of Flushing, as Chairman, and a member from each of the five wards of the Borough; and a Committee, of which Mr. Walter I. Willis, Vice-Chairman of the Committee, was appointed Chairman, to assist in taking the State Military Census.

From time to time, as the occasion required, other committees were appointed to take charge of special work, such as co-operation with the Queens County War Aid Association for the disseminating of information to aliens just prior to the taking of the State Military Census, and other matters.

The Finance Committee, under the direction of Mr. Stuard Hirschman, has operated in close harmony with the Finance Committee of the main committee and its chairman has reported the success of their solicitations directly to the Chairman of the main committee.

The Recruiting Committee, under the direction of Mr. A. M. Barrett, has performed most excellent and efficient service. They have been well organized, holding numerous patriotic meetings through the Borough, successfully stimulating enlistment in the Army and Navy. Their work has, of necessity, slowed up since the selective draft law became effective; prior to the first quota of the men leaving for the cantonments, a number of dinners, entertainments, etc., were held in different parts of the Borough, the Mayor's Committee in Queens co-operating in this work through its Recruiting Committee. Incidental to the work of the Recruiting Committee, and at their solicitation, additional stations for receiving enlistments were located by the National authorities at various points of the Borough. They held meetings at street corners, addresses being made by speakers from automobiles and by soldiers in uniform; large meetings were held in the school buildings, and at a single meeting held in a Polish Colony in one of the wards, twenty-two men volunteered for service in the United States Army.

The Military Census Committee had in charge the taking of the State Military Census. The Chairman of this Committee, Mr. Walter I. Willis, was appointed a deputy to Director of Census Goodrich, and during the period of the census listed something in excess of 200,000 names. The task was performed by an army of volunteer workers, and, acting under the direction of Mr. Willis, Chairman of the sub-committee, performed most excellent service, calling forth most complimentary reference from those to whom the census was reported.

The Speakers' Committee, under the direction of Rev. George Drew Egbert, has been in existence but a short time, but has found opportunity to supply speakers for several occasions. The main supply of speakers who have come to the Borough through the Mayor's Committee has been from the general Speakers' Committee, whose prompt attention to the request of the Chairman of the Queens Borough Committee, has contributed largely to the success of many meetings in Queens, and has been of great practical benefit in furthering the cause for which the Committee on National Defense was formed.

In closing it is a pleasure to acknowledge the obligation of the Chairman of the Borough Committee for the uniform courtesy of the gentlemen, members of the general committee, to the general office staff and sub-committees, who had charge of the work. The spirit which prompted the appointment of the original committee appeared to be communicated to the chairmen of each of the subsidiary committees, and the results of their work must be a lasting credit to the man in whose mind was originally conceived the appointment of a Committee on National Defense.

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